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Special Libraries, December 1979

Special Libraries Association

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special libraries

December 1979, vol. 70, no. 12

SLA or ALA

Heads of Company Libraries

Subscription Agents

Zero Base Budgeting

Library Renovation

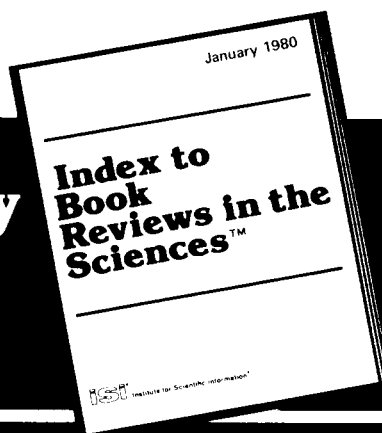
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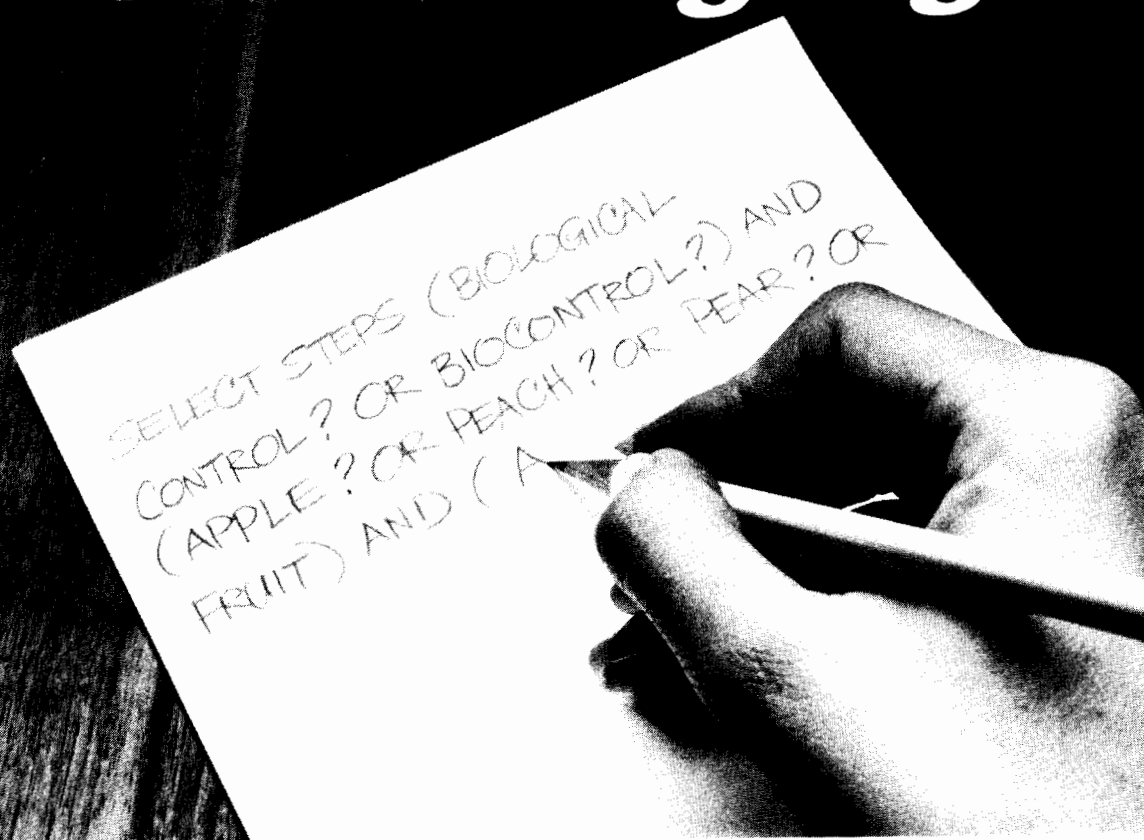
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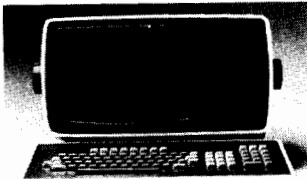
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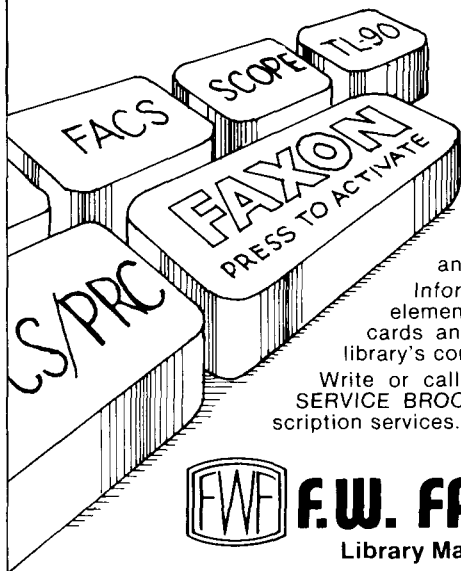
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LETTERS

High Cost Of "Free" Journals

S. Weil's article "Survey on the Use and Cost of Scientific Journals in the Soreq Library" [SL 70 (no. 4): 182-189 (Apr. 1979)] is an improvement on most such exercises in that she has taken as a criterion costs per use rather than uses alone. However, the only cost she has considered is the subscription cost, and she even implies that presented journals are "free." On the contrary, processing, binding and storage costs—which vary greatly from journal to journal, according to frequency and size—probably account for about as much expenditure as subscriptions. If she had taken these into account, her "free" journals that received no use might well have been prime candidates for scrapping; either the donors should have been dissuaded from continuing their misplaced generosity, or the journals in question should have been discarded on arrival. Moreover, the rank order of the other journals would probably have been altered substantially.

Maurice B. Line
British Library/Lending Division
Boston Spa, Wetherby
West Yorkshire, U.K.

The Author's Reply

M. B. Line stressed a valid point, concerning the expenses involved in handling and storing journals received free of charge, that was not considered in my paper. However, the rank order of the journals is not affected substantially by these "free" journals.

Only as a result of our survey did we realize that most of the gifts were not in use. Consequently, many of these "free" journals were eliminated from our collection. This action saved processing time and often also storage costs, but regrettably it did not solve the budgetary difficulties arising from the increasing prices of current journal subscriptions.

S. Weil
Soreq Nuclear Research Center
Yavne, Israel

A State of Mind?

Mildred Myers, in her "Mid-Career Special Librarian" article [SL 70 (no. 7): 263-271 (Jul 1979)] is suffering from an acute case of panic caused by an allergy to special librarianship.

I feel accused of failure if I have not tried by now to transfer to the Personnel, Marketing, or higher management areas of my company. I stand accused of cringing in my dead-end "box marked library" if I have not asserted myself to management about not being sufficiently appreciated. Her summary of the lack of acknowledgment librarians must suffer is quite true, but many of us find a keen sense of creative accomplishment every day as a special librarian. That "churning inside" and "vague feeling of dissatisfaction" spring entirely from her own psyche, because, as Myers herself quotes, "Isn't mid-career a state of mind?"

Verna Van Velzer
Research Information Center
Sunnyvale, Calif. 94086

Another View

Myers's article in July *Special Libraries* is the best and most practical one I have ever read on being a special librarian in a corporation.

I have been working as a secretary/special librarian here for a year now, and my situation—doing additional work not in the job description and hoping that reward and recognition will follow—is exactly as she described it.

It is comforting to know that this situation, while frustrating, is not uncommon; I found a lot of hope for the future in her article.

This is my first "fan letter" to any author—thanks very much for giving me some insight and the direction I badly needed.

Anne Isbell
Marketing Librarian
Lamb-Weston
Portland, Ore. 97233

Archival Journal

I would like to reply to some of the points raised by Ron Coplen in the May/June issue of *Special Libraries* [SL 70 (no. 5/6): 7A (1979)].

In librarianship, as in science, there is a need for a public archive where the knowl-

edge gained in a profession is stored. *Special Libraries* is such a journal for our profession. One cannot expect each paper found there to have universal interest to a group whose activities cover as many disciplines as ours. There are, however, many excellent papers of general interest, such as those dealing with personnel management, budget, and serials.

It is true that one turns first to the news portions of *Special Libraries*, but I think it is also true that one would never begin a new project in one's library without conducting a literature search in *Special Libraries* and the other archival journals.

A final point. In contrast to Copen's observations that "so few libraries are automated," I have found that in the region where I have had most of my professional experience, most libraries have automated at least some of their functions. It is the most dynamic area of our profession.

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SLA or ALA

David A. Cobb

University of Illinois at Urbana-Champaign Map and
Geography Library, Urbana, Ill. 61801

MAP LIBRARIANSHIP is experiencing many changes in its traditional structures and map librarians are asking challenging questions of its leadership. Successful control of the political and economic influences that affect map librarians require willingness to get involved, to actively represent the map library's concerns and needs, and to tactfully use whatever support they can receive from various library patrons. Advantageous external forces can bring support for map libraries if map librarians actively participate in state, regional, and national organizations.

Like other special libraries, map libraries are facing the problems of AACR 2 and ISBD, wrestling with automation, trying to solve the problems inherent with the selection and acquisition of special materials, and are just

beginning to develop a working relationship with federal map publishers.

The emergence of map libraries has certainly been rapid since World War II. The publications relating to map librarianship are continually increasing. We now have three organizations in North America devoted to the advancement of map librarianship and each publishes a quarterly journal. We are, as a field and as individuals, better educated, better trained, and have more experience than our predecessors.

Map librarianship has now evolved to the level where I feel we must ask ourselves if the Special Libraries Association is the rightful "umbrella" for the national map organization. Under SLA, were we asked for input into the rules for ISBD (CM) or AACR 2? Did OCLC contact SLA when creating their Task Force on Map Cataloging? Did RLIN

contact SLA when seeking consultants to review their map format? Will SLA be consulted by the AACR 2 Revision Committee? And finally, how often do Geography and Map Division members attend other Division's programs while attending SLA Conferences. The answers to these questions, and the questions themselves, obviously reveal my opinion. I do not wish to criticize the Special Libraries Association, for I sincerely believe it is performing a vital function within the library community, however, is it the most advantageous affiliation for this nation's map librarians?

Wouldn't it be more appropriate for map librarians to associate with librarians from the academic and research libraries from which we also come? In fact, Stephenson in his recent article "Map Collections and Map Librarianship in the United States"¹ states that nearly 90% of the membership of the SLA Geography and Map Division is associated with academic and research libraries! In reality, wouldn't we benefit from an affiliation with the American Library Association and its Association of College and Research Libraries? Richard Daugherty, in a recent issue of the *Journal of Academic Librarianship*, laments the disorganization of the library community, but alas, concludes, "...no organization other than ALA can legitimately represent the interests of all librarians."² Financially, the rewards, after forming a Map and Geography Library Round Table (similar to GODORT), are in my opinion, much greater than SLA can provide. In addition, the opportunity to increase our membership would seem to be much greater with ALA, where there are many more librarians dealing with maps as reference librarians, govern-

ment document librarians, and so on. Quite obviously, an informal affiliation with GODORT (currently responsible for AACR 2 map revisions) would associate our membership with government documents librarians with whom we have much in common. In addition, our members interested in map cataloging, could regularly attend the meetings of the Resources and Technical Services Divisions and increase our influence in this area.

In my opinion, joining the ALA would take map libraries from the fringe of librarianship and place us in the center where we belong. More importantly, it would bring us into an organization to which our administrators belong. Through successful representation in various ALA sections, I believe we could create an "image-awakening" of the information value of the maps and achieve a more equal status in total library services.

Today, serious consideration must be given to affiliation with an organization that is more predominately academic and research oriented. Such an affiliation would better serve the problems of today's map libraries and their librarians.

Literature Cited

1. Stephenson, Richard W./Map Collections and Map Librarianship in the United States, A Review. *Special Libraries* 70 (no. 3): 119 (Mar 1979).
2. Daugherty, Richard/Who Will Speak for the Library Profession. *Journal of Academic Librarianship* 5 (no. 1): 3 (Mar 1979).

David A. Cobb is map and geography librarian, Map and Geography Library, University of Illinois at Urbana-Champaign.

Table 3. Education of Head of Library/Information Service.

	Middle Managers N = 85	Others N = 153	Total N = 238
A. Subject field			
Doctorate	7	4	11
Master	9	27	36
Bachelor	60	112	172
Associate	1	...	1
No degree	5	2	7
No college
Not given	3	8	11
B. Library/information field			
Doctorate	...	3	3
Master	58	109	167
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No degree	5	9	14
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Not given	18	21	39

Employees

Most of the respondents had personnel reporting to them. A measure of management that sometimes is used is that middle managers oversee at least four professionals (15). In this study, 70% of the respondents had exempt professional employees reporting to them; this was 85% of the middle managers and 62% of the others. On the other hand, 86% of the middle managers and 77% of the others supervised nonexempt employees. There were not significant numbers of respondents who had middle and supervisory managers reporting to them. Only 7% of the respondents had people classified as middle managers reporting to them. The results also showed that 29% of the respondents had supervisory managers reporting to them, and 36% had supervisory clerical employees.

Academic Degrees and Work Experience

Jackson (20) compares the advantages and disadvantages of having a librarian, an information specialist, or a subject specialist as the head of the library/information service. In the present study 70% of the respondents had a master's degree in library/information science (Table 3). This represented 68% of the middle managers and 71% of the others. Only 15% of the respondents, or 11% for middle managers and 18% for others, had master's degrees in subject fields other than library/information science. Few had a doctorate in any subject.

The subject categories of the academic degrees in fields other than library/information science were scattered, the highest percentage of respondents having degrees in chemistry

Table 1. Management Level in Parent Organization.

Position Title	Top Management	Middle Management	Supervisory Management	Other	Not Given	Total
Director	...	11	3	1	...	15
Head	...	3	2	5
Librarian	1	23	62	5	1	92
Manager	2	36	29	2	...	69
Supervisor	...	1	37	1	1	40
Vice President	...	8	8
Other	...	3	6	9
	3	85	139	9	2	238

selves as "top management," "middle management," and "supervisory management," according to their own company's organization charts. Three of the respondents said they were classified as top management, 85 as middle management, 139 as supervisory management, 9 as other, and 2 did not reply (Table 1). Two managers and one librarian said they were classified as top management. Eleven directors, 36 managers, 23 librarians, one supervisor, eight vice-presidents, and 6 miscellaneous people reported they were middle management. Three directors, 62 librarians, 29 managers, 37 supervisors, and 8 miscellaneous others said they were supervisory management.

Of those persons whose job titles included the word "manager," 52% said they were classified as middle managers in the parent organization. Of those people whose job titles included the word "supervisor," 98% listed

themselves as supervisory managers. These contrast with the people whose position titles included the word "librarian"; only 25% reported they were middle managers while 67% said they were supervisory managers. All persons whose job titles were "vice-president" said they were middle managers; 73% of the "directors" indicated the same.

Of the total respondents, 34% reported to top managers and 58% reported to middle managers in the parent organization. There was 63% of the middle managers who reported to top management and 35% to middle management. Among the "others," 18% reported to top management; 71% to middle management. There was a scattering of job titles for the superiors to whom they reported: 28% of the middle managers reported to "directors"; 28% to "vice-presidents"; 18% to "managers" (Table 2).

Table 2. The Person to Whom Respondents Report in Parent Organization.

Position Title	Middle Managers N = 85	Others N = 153	Total N = 238
Department Head	3	6	9
Director	24	29	53
Editor	5	8	13
Manager	16	61	77
Supervisor	...	5	5
Vice President	24	18	42
Other	9	15	24
Not given	4	11	15

science until recently. Lynch (1), in writing about academic libraries, supported the thesis that librarians who are staff specialists (using the terminology of line and staff management positions) should be classified as middle managers. Since an estimated 70% of librarians are women (2), the present study has implications for corporation executives who are responsible for conforming to Equal Employment Opportunity regulations.

Little up-to-date information is available on the internal organization of company libraries. Bedsole (3) conducted a study in 1961 on large industrial organizations. Two dissertations that currently are in progress may provide some data; these are being prepared by Matarazzo (4) and by Ripin (5).

The Special Libraries Association salary surveys provide data on the number of people supervised by special librarians. However, the most recent survey gives no breakdown by type of organization, that is, academic, corporate, or public. Two recent studies provide data on the number of employees in corporation libraries in the Fortune 500 (6) and the Fortune 100 (7). Kruzas (8) had supplied similar information in 1964. None of these provide data regarding the level of the positions in corporate libraries.

In the present study the author identified the persons to contact by checking the *Special Libraries Directory; Institutions Where SLA Members are Employed* (9) against the *American Library Directory* (10) and the *Directory of Special Libraries and Information Centers* (11). The latter two usually list the head of the service and the number of employees. Questionnaires were sent to approximately 400 heads in about 350 companies. The list of names was split into two categories: 1) one "survey" group of 213, including all people whose job titles were "administrator," "director," "group leader," "manager," "supervisor," or "vice-president," regardless of whether or not they listed any staff; and 2) a "control" group of 230 "librarians" and others, composed of those people

whose staff consisted of four or more persons plus a random sample from the 0 to 3 staff category. Multiple listings for the same corporation were included. The items for the questionnaire were selected from various sources, especially Bedsole (3), Fisher (12), and Strable (13). About 54% of the people returned the questionnaire; this represents 57% of the companies. The study does not examine the persons classified as middle managers in the library/information suborganization. The 85 middle managers in the present study compare with Plate's study of 77 middle managers in academic libraries (14) and Gamaluddin's 97 in public libraries (15).

Results

Management Level in Parent Company

Many authors have discussed briefly the importance of the library/information service in the parent organization but few have explored the situation in detail (16). The authors apparently felt that the organizational structure of each company or corporation was so unique it would be useless to compare them. The result is that the heads of such services are unable to locate data on which to base recommendations to their managements. In prior work on middle managers in academic and public libraries (17), this author was able to use published studies, civil service lists, and various other sources.

The study indicates that the heads of the library/information services were classified as professionals in their companies. The term that commonly is used in industry, government, and academia is that the persons are on the "exempt" payroll, meaning they are exempt from the provisions of the Fair Labor Standards Act (18). In the study 94% of all respondents reported they were exempt employees, while 98% of the middle managers were so classified.

To determine whether any industry patterns would emerge (19), the author requested respondents to classify them-

Middle Managers Who are Heads of Company Libraries/Information Services

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■ In a study of 238 heads of library/information services in 200 companies, 52% of those persons whose job titles included the word "manager" reported they were classified as middle managers in the parent organizations. Of those people whose job titles included the word "supervisor," 98% listed themselves as supervisory managers. These contrast with the people whose position titles included the word "librarian"; only 25% were middle managers, while 67% said they were supervisory managers. Also presented are additional data on middle managers who are heads of library/information services: number and types of employees reporting to them, type of education, years of work experience, and level at which they report in the organization.

THE DEFINITION of the term "middle manager" in corporation libraries and information services involves two systems of classification. A person may be classified as a middle manager either in the overall job classification scheme of the parent organization or inside the library suborganization.

This study was conducted while the author was on sabbatical leave from Purdue University.

An examination of this classification process may reveal how the library or information service is viewed and funded. Traditionally middle managers oversee professionals, while supervisors oversee nonprofessionals. However, there are many staff people—contract administrators, safety supervisors, and personnel people—who are classified as middle managers but often do not have professionals reporting to them.

This question has not been treated in the literature of library and information

always important but here it is most critical.

Some of the specific problems that have been found are as follows:

- Planning results have not been linked to individual units to show implications.

- Difficulties arise in identifying decision units. This especially applies to problems of size and function.

- Decision unit analysis causes problems because it may be difficult to get managers to give serious thought to alternatives and increments of service. They may have difficulty in setting priorities. Another problem deals with workload and performance measures.

- Ranking also causes problems, particularly if presentations are not consistent. Here it is important to have managers sit down together to discuss issues since it may be difficult to get ideas across on paper, particularly if there are time constraints.

Conclusions

Studies that have been done indicate both advantages and disadvantages of the system. Some of the disadvantages are that it is very time consuming and generates a great deal of paper, that there may be resistance to change, or that it may get bogged down in bureaucracy; it may even be sabotaged by people with vested interests. Its effectiveness can be destroyed completely if people use it for political ends or covering up weak spots. If carefully

done, however, there are many advantages.

Among the top advantages that may be claimed, particularly in these times of tight budgets, is the ability to help allocate resources more efficiently. Another great advantage that may be undervalued, however, is the increased understanding on the part of managers for what their units are doing, and on the part of top management for what the entire organization is doing. Even if ZBB does not cut cost at all, it will often be worthwhile in terms of increased understanding and communication, better planning, and increased creative efforts to find better ways of doing things.

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that will be in keeping with the objectives, to be sure, but the very minimum. Then start adding. With an extra increment of resources, what extra increment of service can be provided. This analysis should give several different levels, in order of priority for meeting objectives.

Zero based budgeting, for all its supporters, is not without problems. Any method that seems to be used for cutting jobs is going to cause negative reaction.

The question, of course, is how minimal is minimum? A rough rule of thumb is 50–70% of present level, but it varies. One is often tempted to say “We cannot go any lower,” but part of the test of a good manager is to be able to delineate different levels of service and the resources needed to provide them. In any case, one or two levels lower than the current level should be given, then the current level and one or two levels above.

Finally, once the various levels have been set out, detailed costs should be developed for each increment to show costs attached to the benefits or services provided by each level.

4. Rank activities and increments: After all the activities and increments have been set out, ranking must take place at the next highest level or in the department if minicomponents have been set up. Suppose there are five minicomponents and three increments for each, then there are fifteen increments for which priorities must be shown. If all minicomponents are essential then the first level of each would be given. It may not be possible to rank those in order. For example, cataloging and acquisitions: without books, cataloging may not be needed and without cataloguing the library cannot keep up with its books. Usually it is not necessary to distinguish between first and third priority, but there must be a difference between

third and eighth, for example.

Once the decision unit manager has ranked his increments, they go to the next level manager, together with those of other decision unit managers in his area for further ranking. This continues until top management receives ranking from all areas.

5. Prepare a budget: Having completed the ranking it is possible to prepare detailed budgets. Note here that not one budget is prepared but a series of budgets. Suppose, for example, that after all ranking of increments, there were one hundred increments. It would be possible to show the budget for, say, seventy-five of these increments, with incremental budget estimates for the next twenty-five. Once top management knows what funds are available, it knows the cut-off point. If less funds are available, it knows what will be sacrificed—those with lower priority. If additional funds are available, it knows where they can best be used.

6. Evaluate performance: After the budget has gone into effect, periodic reviews should be undertaken to see if actual expenses are in keeping with budget—and if actual services are being provided.

Zero based budgeting, for all its supporters, is not without problems. Any method that seems to be used for cutting jobs is going to cause negative reaction. Furthermore, it requires a great commitment of time and effort, which means a great deal of planning, organization, and preparation. First, the people involved must be assured that everyone is going through the same ordeal, or at least everyone at the same level, to keep the unit from feeling that it is being singled out. The program should be designed carefully to fit the needs of the organization; sufficient time should be devoted to explaining how the system operates and what is to be accomplished. Communication is

out. This might include some historical or perhaps legal reason for the unit's existence, and a careful statement of what the unit is expected to achieve. If the unit is doing many things—for example the library may be one decision unit as far as the total company is concerned—it will be useful to break it down into minicomponents for further analysis. In this stage, however, set out the basic objective of the library as a whole.

This step is important because upper management may not realize just how important the library is, how much it is being used and what services are being given. This is the place to point out the objectives of the unit.

Second, the minicomponents must be set up. These include reference service, acquisitions, cataloging, and so on. Describe the current operation in each, what services are being provided, and what resources are used to provide these services.

People are often prone to think that the way they are doing things is the only way. This is the chance to be creative and imaginative.

Next, set out performance and workload measurements. This is often difficult because standards may never have been established before and very little quantitative data may be available. It is important to keep statistics about circulation, reference questions handled, and so on, in order to make such statements as, for example, the loss of one person will result in 20% less time for reference services. These measures need to be stressed as it is difficult to evaluate the work otherwise.

At this point the consequences of eliminating the decision unit must also be determined and noted. It may appear at first blush that the cost of the unit could be saved; however, if the work is simply shifted to another department the cost of that unit will increase and

this should be quantified as well as possible.

Then, alternative methods should be presented, with the costs and benefits sketched out. This is one of the most important steps and causes much difficulty. People are often prone to think that the way they are doing things is the only way. This is the chance to be creative and imaginative. Most ideas may be tossed aside before reaching paper, but a few alternatives should be devised.

One of the alternatives might be to do away with the unit, or at least to curtail the services drastically. Carefully point out the effects on the organization of the loss in service, and if the cut will increase workloads elsewhere, be sure to point that out.

One should not think only of a change in the amount or quantity of service given, but the type. In other words, try to come up with completely different ways of doing things.

After the alternatives have been set out, choose two or so and subject them to further, more detailed analysis. Then, choose the operation method you want to recommend. Many might choose the current method; if one of the alternatives is chosen, the present method would be put into the section of alternatives not recommended but presented for upper level managers to consider.

Next, a detailed incremental analysis is performed. Note that any new programs proposed should also be analyzed. This is the key and perhaps the most difficult part of the job. First, one must present the minimum level of service. Note that this does not mean "how can we give the same service with fewer resources" unless, of course, the library is overstaffed or resources can be reallocated in such a way as to provide the same level of service. In this proposal, a completely different *level* of service has to be considered, one

where zero base budgeting fits; however, unless the first stage is done properly and the decisions are communicated, ZBB starts off with problems.

The basic framework is as follows (3): (each step will be discussed in detail). Note that in practice the steps will be adjusted for each organization, so there will be slight variations on the format. Also note that, unless the process is carefully adjusted, the exercise will not be as helpful as it could be.

1. Develop planning assumptions: basic objectives of the organization, environmental factors that enter, i.e., inflation rate, salary increases, and so on.

2. Identify "decision units," that is, the basic activities to be considered. The decision units may be cost centers, people, projects, services, capital expenditures, and so on.

3. Analyze each decision unit, setting out objectives, current operations, workload and performance measures, alternatives and incremental analysis.

4. Rank the various activities and increments according to priority.

5. Prepare a budget at various levels of effort.

6. Evaluate performance.

such as increased cost of books, increased salaries, reduced revenues, and so on, must be examined carefully to determine the implications for each unit, as well as for the entire organization. This plan usually comes from the top, but it needs to be comprehensive and to be communicated to the individual units.

2. **Identify decision units:** A decision unit is the unit around which the analysis centers. It may be a person, such as the cataloger; a service, such as reference services; a department, such as acquisitions; a capital expenditure, such as a new computer terminal for automating circulation; or some combination of these. The decision units should cover all activities in one way or another. The decision units should be roughly the same size if possible, otherwise ranking is more difficult. If they are too small it is difficult to make increments. For example, if one person is the unit, what is an increment? What can be done with half a person? It is possible to use one person but it can lead to difficulties.

Choosing decision units becomes more difficult if the organization is large and decentralized. For example,

Some resistance to ZBB is based on the false premise that it necessarily will put people out of jobs. While it is true that it has gained popularity during a period of tight budgets, it is just as useful when funds are plentiful.

The ZBB Framework in Detail

Looking at each step in more detail, its operation can be understood, and possible problems can be considered.

1. **Develop planning assumptions:** Many organizations fail to show the implications of the overall plan for individual decision units. For example, the demand for circulation services is unlikely to be less just because funds have been cut. Across-the-board cuts will not be effective. External factors

suppose the library system has a number of branches. Should a service, such as circulation, be taken as one unit and the services of all the branches be made part of that, or should each branch be used as a different unit? If each branch is a different unit, then each branch must have subunits, if the analysis is going to be complete.

3. **Analyze decision units:** This is the heart of the approach and therefore will be examined in more detail.

First, the purposes and objectives of the decision unit should be carefully set

the previous year's budget is taken as the base; only increases or new projects have to be defended. If cuts must be made, they are often across the board, or new programs are deferred while existing programs are continued that may actually have lower priority. This often induces managers to pad their requests, since they expect cuts; they might also spend recklessly at the end of the budget year, fearing that if anything is left unspent, the next year's budget may be decreased. ZBB starts from scratch and examines all activities.

anyone. The positions were put into a special category so that they could not be refilled. Within a month, two of the beekeepers quit and the positions were then eliminated, although within a week local politicians had handed in names for replacements—under a normal budget, replacements would have been made. Who knows how many cases of low priority jobs continue because no one actually examines each part of the operation.

ZBB is not a new concept, and similar methods have been used before. In 1962, the Department of Agriculture

ZBB begins by examining the objectives and goals, specifically looking at and analyzing alternatives, and setting out several levels of operation for management to consider.

Furthermore, traditional budgeting does not require managers to look at their operations to try to find new ways of operating, nor to give anything other than a final figure for the budget request. ZBB begins by examining the objectives and goals, specifically looking at and analyzing alternatives, and setting out several levels of operation for management to consider. By having clear priorities, management can determine where cuts can be made most efficiently or where funds can be spent most efficiently if more money is available.

Some resistance to ZBB is based on the false premise that it necessarily will put people out of jobs. While it is true that it has gained popularity during a period of tight budgets, it is just as useful when funds are plentiful. Furthermore, while positions may be reduced it is often possible, through attrition, transfer, and retraining, to minimize the number of people who lose jobs. For example, in the case of Georgia, the state Department of Agriculture found that there were ten positions of beekeeper buried in ongoing expense (1, p. 41). These were put at low priority; however, it was the policy of the then Governor Carter not to fire

anyone. The positions were put into a special category so that they could not be refilled. Within a month, two of the beekeepers quit and the positions were then eliminated, although within a week local politicians had handed in names for replacements—under a normal budget, replacements would have been made. Who knows how many cases of low priority jobs continue because no one actually examines each part of the operation.

ZBB goes further, however, in its demand for analysis. In 1969 Texas Instrument, which had been using traditional incremental approach, began using the ZBB approach developed by Peter Pyhrr. An article in a 1970 issue of *Harvard Business Review* (2) written by Pyhrr was read by Governor Carter who got Pyhrr to help install ZBB for the State of Georgia. Since that time it has been adopted by many government bodies and companies.

Planning and Budgeting are developed in four basic stages (1, p. 37):

- Long-term planning stage where the organization's goals and strategies are defined and developed.
- The stage where the operating plan and budget for the upcoming year are developed.
- The operating plan and budget must be presented to top management for appraisal.
- The final detailed budget is set out.

The second step is the primary place

Zero Base Budgeting

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■ Zero base budgeting, which is considered to be as much a management technique as a method of budgeting, is discussed. Traditional budgeting starts with the previous year's budget, but zero base budgeting operates with the premise that each activity must be justified from "scratch," and establishes a number of increments for each unit, in order of priority. Given the set of increments and the dollars available, management can determine the activities that warrant financing and the increments of these activities that will have to be given up. If additional funds become available it will be clear which additional increments have highest priority.

CONCEPTUALLY, zero base budgeting (ZBB) is one of the most simple budgeting approaches possible. It can be explained in about five minutes or less; in practice, however, it is more difficult and time consuming. On the whole, however, it is probably worthwhile if it is done seriously, not because it guarantees great savings, but because it fosters a better understanding of the organization, its objectives, and how these objectives can be best achieved, given the resources. Two ideas must be noted at this point. First, the phrase "given the resources" means that even if the budget may be increased, ZBB is still useful in making sure that the increased funds go where the greatest benefit would result.

Second, "understanding the organization, its objectives and how those objectives can be best achieved" emphasizes that ZBB stresses management and planning, not just the dollars of the budget.

Peter Pyhrr defines zero-base budgeting as "a planning and budgeting process which requires each manager to justify his entire budget request in detail from scratch (hence zero base) and shifts the burden of proof to each manager to justify why he should spend any money at all. The approach requires that all activities be analyzed in 'decision packages' which are evaluated by systematic analysis and ranked in order of importance" (1).

In traditional budgeting exercises,

other interesting statistics which are included here in no particular order. Of the responding libraries, 50% now use an agent. Their size did not seem to be a criterion at all. In fact, 20% of the respondents have fewer than 150 titles in their collection. Over 50% indicated that the subscription system was set up when they became the librarian in their present job, while 20% set up the system themselves because they felt it was needed. A low 0.03% reported that management had specifically requested this service. About 65% of the responding librarians said that they saved time by using an agent; only 13% indicated that they did not save any time. The ranges in time saved were from 10% to 80% with the mean of 50%.

The questionnaire asked librarians and agents if they would like to see an evaluation form used between agents and librarians, if one did not already exist. Over 50% of the librarians indicated that a formal evaluation form did not now exist and, interestingly enough, they were fairly evenly split over whether they wanted one or not. While 27% said yes, 24% said no, with one of the choice comments of the returns being "please, no more forms!" The agents were in favor of the form, three to one, but indicated that "we prefer the direct contact to a form."

Agents/Library Associations

Some interesting comments from both sides emerged when questions were asked about library association meetings and conferences. When asked if exhibits/exhibitors at conferences affected a decision in using an agent,

librarians overwhelmingly said no (75%), with 10% reporting yes.

Agents all agree on the value of exhibiting because they can meet new customers, display new services, have exposure of sales personnel, see old customers personally, and learn how the market might be changing. All indicated that they exhibit at local, state, regional, national, and international meetings.

Over 75% of the agents encourage staff participation in the various associations (SLA, ALA, MLA, ASIS, IFLA, and AAP) and also encourage participation by staff on committees when possible. Understaffing was indicated by 70% of the librarians as a valid criteria in deciding to use an agent, while 23% did not feel it was a factor.

Further Reading

For those who may wish to probe this problem further before making any drastic decisions, further reading might include Katz, *Guide to Magazine and Serial Agents* (2) and Huff, *Serial Subscription Agencies* (3).

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The next step is to approach management.

Management

Now management must be sold on the advantages of using an agent. To do this, all the accumulated statistics must be presented in a coherent order. Using a hypothetical library again, Table 3 shows the difference between the cost of internal subscription work and that done by an agent. The difference is quite significant; in addition, the librarian would no longer have to perform all follow-ups or proof of payments, and all junk mail can be discarded or sent to the agent.

Of course, there will be one or two invoices from the agent, and these too will follow the same time/motion and cost process as when there were 900 separate invoices. Obviously it will be easier to process one or two invoices rather than 900 separate ones.

The job of convincing the management belongs to each librarian. The presentation should be forthright and as full of information and statistics as

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Table 3. Analysis of Cost Difference Between Internal Subscription Handling and Agent Work.

Total number of subscriptions to which you subscribe	900
Total amount you pay for subs per year [average title cost of \$30.57 (/) per year] × 900 titles	\$27,512.00
Cost to your company for you doing the work (at \$7.00 per title) × 900 titles	\$6,300.00
Cost to your company for an agent doing the work based on 5% of your billing of \$27,512.00	\$1,875.65

possible. It is important to anticipate what questions might be asked by the manager, and to be able to show that time and money will be saved.

Additional Considerations

Should a library use more than one agent? It seems unreasonable, since it would only clutter the issue. However, this is clearly an individual decision.

Bids seem to be a problem for all persons involved. Most libraries would prefer to select an agent of their own choosing. Some, however, are required to go through a corporate purchasing agent who does the bidding and accepts the lowest bid. This is not necessarily a perfect working condition. When one is going to spend time with anyone on a project of any size, one hopes ideally it will be a person/company of one's choosing.

The questionnaire did not ask about subscription budgets because special librarians usually do not like to discuss budgets in general or percentages of budgets in particular. The information is either confidential or proprietary, and most special librarians do not like to reveal any part or percentage of their total budget since people can usually determine salaries by logical extension of known percentages (i.e., if a library has a budget of \$100,000 and 60% is budgeted for book and periodical acquisitions, and there is a staff of one librarian and two clerks, the librarian's salary generally can be computed). There also seems to be some reason for keeping special librarians' salaries secret. Special librarians seem to think that their salaries are either too low, too high, or noncompetitive, and most seem to want this information kept secret. Academic and public librarians' salaries are public record, are listed in ads, city budgets, and university budgets, but not so for special librarians.

Random Statistics

The questionnaire sent to the librarians and the agents provided some

important services. Most of the agents felt that "one person handling a library's account" was the most important service that they offered. To a librarian, such as the author, who has almost 1,000 different title subscriptions and almost 1,000 places to call or write for each problem that might occur, the thought of one person to call is certainly appealing.

When an agency appears to have the most desirable combination of services, call or write that agency and ask for a visit from a representative. The visit will be quite educational. Most sales reps are good at their job; they will be honest with you. As one agent said on the questionnaire, "This is our only form of income." It is a business to them. The sales rep will ask as many questions as he has to answer—probably more, since this is his primary business and he knows what to ask. The types of questions he asks will be very routine, but it will be helpful in getting a dialogue started. The kinds of information he is likely to request includes: the use of any other agent now or in the past; the number of titles to which the library subscribes; how the library heard about his agency; what the library wants in an agent; the possibilities of computer capabilities between his operation and any in-house equipment the library might have access to; whether the library is aware of the time and cost saved by using an agent; and lastly, when can he start.

Professional Attitudes

Librarians traditionally like to think of themselves as the "good guys" and seem to place all publishers, agents, and vendors in the role of the "bad guys." Yet, this does not seem to be true. When the agents were questioned regarding the criterion for servicing libraries, there were practically no negative comments about libraries. Neither the size of the library, the quantity of the order, nor the types of titles were important to the agent (except one who said he would draw the line at only

ordering "Turkish newspapers"). All of the agents felt they could get all titles a library would request (the only exceptions were publishers who will not sell to agents and some membership- or Association-related titles). All were willing to handle government publications and most foreign titles. All expressed an ability to get microforms if needed and as available.

To the question "are you now satisfied with your agent?" the librarians' response was "Yes" (62%) and "No" (12%). The main reasons for being satisfied, according to the responses, were as follows: annual invoice saves time and gives better title control (40%); service is good (30%); one-step renewal process is helpful (30%); one person contact is helpful (20%); allows more time for library (20%); and performance matched promise (15%).

Some reasons for dissatisfaction were reported, but in lower percentages: middleman slow down subscription process (6%); bad service (4%); using an agent has not solved my problems (4%); performance does not match promise (3%); and more problems now than before (3%).

While 35% have changed from one agent to another at one time, 40% have not. The respondents who changed agents seem to fall into two categories: (1) those who continue to have problems regardless of the agent; and (2) those who *must* accept the lowest bid through competitive bidding.

Service Charges

Discussions about service charges are strictly a matter between each agent and the individual customer. Shopping around is part of the game. Each librarian must find what best suits his or her library. The final consideration is usually a combination of various services and cost.

As a hypothetical example, suppose that a librarian has shopped around and decided on agent XYZ who offers a service charge of 5% per year. The librarian is ready to start the service.

Junk Mail

To the untrained eye, junk mail often looks just like legitimate invoices. Inexperienced personnel can spend too much time checking each piece of mail to find out if it is an invoice that needs to be paid. For this reason, the author has made it a practice to always show library interns, who come to work with him from the various library schools in the New York area, how to examine the incoming mail. From experience, he has learned to pick out the junk mail from the "real" mail, just by looking at the envelopes. Until this is learned, inexperienced library school students or new librarians have to open each piece of mail. Again, time and money is spent, and the cost list gets longer.

Therefore, it appears that \$3.55 is a deceptive figure. It is the actual cost of processing one subscription, but if each and every variant is added to this cost, the library could conceivably end up spending as much as \$7.50 or \$10.00 for each title. Of course, this time and motion study has to be adjusted for each individual library to determine what the total cost will be. But to deal with management, the librarian must be well prepared with all of these figures. For the sake of argument, a figure of \$7.00 per invoice has been chosen.

External Considerations

The next step is to contact agents and get proposals for the library's collection. Here is where contacting fellow librarians is helpful. Call several libraries and speak to the librarian to determine if they use an agent, if they are satisfied or not, if they have ever used other agents, and what kinds of fees they are being charged. They will no doubt list many different service charges. Listen to it all. Take it all in. The author's questionnaire to librarians asked the question "If you originated the subscription agent service which now exists in your library, which steps did you take to begin the service?" The

most frequently answered reply was "called other libraries." This was also the first step the author took. Write down comments that will be made by these other librarians. Include comments about service charges and all pertinent comments. Then contact the agents that seem to fit your needs best. Each agent, while similar in basic services, will be different in approach, personnel, and fulfillment services. It is important to gather as much information as possible in deciding on an agent. Remember that when dealing with management, they will have questions too (probably mostly monetary ones). Librarians should be prepared to say why the agent they selected is better than another—for *their own library and their individual needs*.

Service Cost

What kinds of criterion should be set for selecting an agent? *Service* was the answer given by 75% of the respondents to the questionnaire. (Note that the percentages have been rounded off to the nearest percent, and in many cases, persons responded to more than one category in a question, so some percentages add up to more than 100%.) The other 25% found *cost* to be an important factor. However, what does *service* mean, and what does it include?

The survey indicated that 80% of the librarians feel the convenience of "dealing with one source" was the most important service. The "single invoice concept" was the second most highly rated service with 75% of the librarians surveyed. The remaining services that were listed on the questionnaire and their responding replies were as follows: annual review system by agent (55%); common expiration date (51%); claims (49%); fast service (42%); a control of titles (40%); source for expedient purchase of foreign titles (36%); and periodical update/title control (35%).

Interestingly enough, when the vendors were asked the same questions, all of the respondents said that *all* were

that are discarded, those that are questioned, and those that may need to be checked in the accounting department. In some cases, a photocopy of the check must be sent in order to prove payment. If, for some reason, the payment was never made by accounts payable (this often happens), then the process starts all over again.

Cancellations

When a subscription is cancelled before its expiration date, the following steps must be taken: a letter must be written cancelling the subscription and asking for a credit. The credit, when received, must be processed. These

might seem to be somewhat insignificant steps to discuss in this article, but by using the time and motion study previous described, follow through on all the above steps and see how much more time and money each cancellation costs.

Claims

When nonreceipt of a journal is noticed, several basic steps will follow: the librarian determines that the subscription has been paid; if it *has* been paid a claim letter is necessary; if it *has not* been paid the subscription must be reordered. These steps add cost to an ever-growing list.

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Table 2. Steps and Procedures in Processing Each Subscription Invoice.

Motion	Time	Cost
Library		
Invoice received by mail clerk and given to Librarian	1 min. @ \$0.07	\$0.07
Invoice sorted by librarian and given to subscription clerk	2 min. @ \$0.16	0.32
Subscription clerk matches invoice to correct billing card and processes invoice	6 min. @ \$0.07	0.42
Billing card and invoice to librarian to verify and approve	3 min. @ \$0.16	0.48
Billing card back to clerk to refile and invoice forwarded to management for approval	2 min. @ \$0.07	0.14
Management		
Mail received in manager's office by clerk	1 min. @ \$0.07	0.07
Manager approves	2 min. @ \$0.24	0.48
Clerk sends invoice to accounting department	1 min. @ \$0.07	0.07
Accounting		
Mail sorted	1 min. @ \$0.07	0.07
Clerk codes for payment	1 min. @ \$0.07	0.07
Clerk processes invoice and issues a check	9 min. @ \$0.07	0.63
File copies are processed and copy goes to Data Processing	4 min. @ \$0.07	0.28
Data Processing		
Key punch operator codes and processes invoice	5 min. @ \$0.15	0.45
Totals	38 min.	\$3.55

that each step of the invoicing process is being accounted for on a minute-by-minute basis, then the minute-by-minute cost must be established to determine the total cost per invoice. For this to be done, the weekly salaries of all persons handling the invoice in all departments also must be known.

This is the most difficult step. Other departments are not necessarily ready to share salary information. But do not let this be a deterrent. For the present survey, the author simply went to the appropriate department head and explained why this confidential information was needed. In most cases the information was given. Some amount of creativity is often needed, but eventually all the information will be found.

The next step will be to create a flow-chart collecting all this accumulated information, with the end result showing how many people handle each invoice, how much time is spent on each invoice, and how much money it will cost the company to process each invoice. The formula shown in Table 1 is an example of how this information can be used to arrive at a cost. Of course, each library will have a different formula depending on salaries.

Now simply follow the various steps of an invoice through the organization, giving each motion a time value and a cost value. A sample can be seen in Table 2.

Deception in Figures

Numbers sometimes can be deceptive. In this case, having arrived at the

hypothetical figure of \$3.55 per invoice for processing, there are still several hidden costs that must be dealt with.

The figure \$3.55 is a figure to be used on an invoice for which there are no problems. However, in the author's experience, invoices with no problems account for perhaps only 50% of the invoices processed. What about the other 50%? These would come under the category vaguely described as variants. These variants or exceptions include follow-ups, cancellations, claims, proof-of-payments, and junk mail.

Follow-ups by Publishers

As a rule, most publishers will start sending invoice for payment of a subscription as early as 90 days in advance of the expiration. So for each title to which a library subscribes, the librarian will probably receive reminders, "third notices," and "final notices," until the publisher has recorded the payment (again this could take an additional 90 days). In some cases the library will already have paid the invoice; in some cases it may never have received the first notice; and in some cases (where corporations or institutions do not allow payment to be made until payment is due) the library must wait to pay. All of these combined factors indicate that the librarian probably will receive at least 3 copies of each invoice for each title to which the library subscribes.

Here only intuition, good judgement, and years of experience determine those invoices that are kept and those

Table 1. A Hypothetical Formula for Determining Cost.

Person Handling Invoice	Weekly Salary	Cost in Approx. One Minute Units
Clerical (opening mail, processing invoices, etc.)	\$150.00	\$0.07
Librarian	330.00	0.16
Manager (over Librarian)	500.00	0.24
Data Processor	250.00	0.15

mysterious factors" to help make the decision to use and choose an agent.

Why Have an Agent?

Recently the Harcourt Brace Jovanovich Library had an opportunity to expand its periodical collection from approximately 800 titles to over 1,000. At that time the author began to consider the possibility of using a subscription agent and the advantages that might result to the library, the subscription clerk, and ultimately to the company. Several fellow librarians with comparable collections were contacted and asked if they used an agent, and whether they were satisfied with the service. Their answers were quite conflicting. Some wholeheartedly endorsed agents, others had many complaints, and some considered agents a "necessary evil" inherent in subscription work.

Why this wide range of opinions? How could agents be so right and so wrong simultaneously? The author's personal past experience was certainly not a good one. When he was in charge of serials acquisitions at Columbia University Libraries, the University's thousands of titles were transferred from one agent to another. This only seemed to clutter and confuse the situation. At that time, it did not solve any problems. However, that was over ten years ago when computers were comparatively new and their full capacities were neither fully recognized nor operable. A full survey of New York metropolitan area librarians and agents clearly was necessary; not only for decision-making regarding the author's library, but also to fill a gap in the information needs of librarians.

Methodology

The author decided that as much input as possible from the library and agent communities would make the results more meaningful, so specific questions about subscriptions and subscription agents were solicited in the

Special Libraries Association *New York Chapter News*. All solicited questions were incorporated into the appropriate questionnaires, which were sent to librarians and agents.* The tabulated responses returned by the librarians and the agents formed the basis of this paper. Approximately 200 libraries were selected to receive the questionnaire. The libraries selected (special, public and academic) ranged in size from those with collections of 50 to 100 titles, to those with holdings of over 1,000 titles, and covered all subject areas. The range in size was chosen intentionally so that the reported results would be meaningful to libraries of all sizes.

The high percentage of returns—40% of the librarians (80 responses) and over 50% of the 10 agents in the New York metropolitan area—would seem to indicate that there is an interest in the survey and in the results.

Internal Considerations

Since all agents charge a fee for a service, the first consideration is twofold: what fees will agents charge, and how much does the same service cost to perform internally? Comparison can only be made once these two sets of figures are established.

Taking the latter first, each librarian must develop some *formula* for arriving at an internal cost. This paper suggests a somewhat simplistic approach using a basic time and motion principle. First, list each person who will handle an invoice, from the time the mail is opened, until the time the check is mailed out to pay for the subscription. Then include, next to each person's motion/function, the approximate time spent on each action. To determine how much money, as well as how much time, is being spent for each motion, some *criteria* for cost must be developed. This is a difficult task. Assuming

* A copy of the questionnaire is available from the author upon request.

Subscription Agents: To Use or Not to Use

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10017

■ One of the many decisions confronting a librarian is whether or not to use a subscription agent. In order to make an intelligent decision regarding agents, the librarian must know where and how to compile statistics for use in management considerations. These topics are discussed here, as well as other internal and external considerations that are necessary to determine the need for a subscription agent.

"The great decisions of human life have, as a rule, far more to do with instincts and other mysterious factors than with conscious will and well-meaning reasonableness."

Modern Man in Search of a Soul
C.G. Jung

IN THE ABSENCE of hard facts, decisions sometimes have to be based on "instincts and other mysterious factors." For example, a considerable amount of each librarian's time is spent with subscriptions—ordering, checking in, routing, paying invoices. If the time spent on all these simple tasks was added up, it might total more than was realized. A librarian might need some help and not even know it. It is often difficult to decide whether or not help

is needed or where to find it. Therefore, the central concerns of this article are how to evaluate the subscription situation in a library; how to collect information about the possible use of a subscription agent (hereafter referred to as internal considerations); and finally, what to look for in an agent (external considerations). For the purposes of this article, an agent shall be defined as a middleman who deals primarily with subscription services for librarians. Various other descriptive terms include jobber, vendor, and dealer. This article will not be an attempt to evaluate individual subscription agents or agencies but rather how to evaluate individual library needs. Each individual library must use its own "instincts and other

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that deserve further consideration. A person whose position title included the term "manager" was twice as likely to be classified as a middle manager in the parent organization as the person who was called "librarian." All persons whose position titles were "vice-president" and 73% of the "directors" said they were middle managers. The middle managers were employed in large companies with numerous installations, each with its own library/information services; most of the respondents were employed in manufacturing companies. The heads of these services may handle enough diverse responsibilities to qualify them for the title of "manager," as defined in the *Dictionary of Occupational Titles* (28). The middle managers had materials budgets in excess of \$30,000 per year and had budgets specifically for the library/information service. The study did not examine salary budgets.

There was an indication that some respondents classified as middle managers were "staff" managers overseeing unique services for the corporation. Although 85% of the middle managers supervised professional employees, 86% supervised clericals; a small number had middle and supervisory managers reporting to them. The author did not investigate the persons classified as middle or supervisory managers within the library/information suborganization.

The respondents more often had advanced degrees in library/information science than in other subject fields. About two-thirds of the undergraduate degrees were in the humanities and social sciences. The years of experience were in the 10-15 year range, comparable to the middle managers in academic libraries (29).

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Handle education and training materials needed by employees	28	49	77
Maintain files of photos and clippings needed by company	28	45	73
Distribution and control functions			
Operate the photocopy service for the department or installation	25	42	67
Handle distribution of company reports and publications within the company	20	29	49
Handle distribution of company reports and publications outside company	9	23	32
Maintain corporation correspondence files	5	22	27
Receive and distribute mail coming to installation	4	14	18
Responsible for records management for company or installation	9	23	32
Responsible for company archives	28	41	69
Maintain collection of models or samples of products	2	2	4
Responsible for all computer services, analyses, management information services for company	2	1	3
Reference and bibliographic functions			
Provide reference service to company employees	84	151	235
Provide manual searches of published literature	78	132	210
Provide on-line computer search of published literature, e.g., Lockheed, SDC, MEDLINE	72	108	180
Compile bibliographies on request	72	121	193
Translate articles on request	32	35	67
Arrange for outside translation of articles	59	102	161
Provide selective dissemination of information service (SDI)	58	103	161
List preparation and other publication functions			
Distribute tables of contents from current journals	24	59	83
Edit or prepare company brochures, reports, speeches, and so on	5	13	18
Prepare and distribute regularly a new acquisitions list	71	124	195
Compile news bulletin giving resumes of trends, products, stocks, and so on	9	17	26
Prepare calendar of important meetings	8	14	22
Prepare a brochure describing library/information services	66	96	162
Verify bibliographic information in company publications	38	58	96

Table 6. Services Provided.

	Middle Managers N = 85	Others N = 153	Total N = 238
Order and acquisition			
Acquire all "library" material for group served: books, patents, documents, and so on	83	148	231
Order personal books and subscriptions for employees at a discount	23	55	78
Order reprints and preprints that are required	62	131	193
Cataloging and indexing			
Provide manual index to research notebooks	18	35	53
Provide computer index of research notebooks	12	12	24
Abstract or index corporation confidential reports	37	65	102
Computer index of same	29	35	64
Catalog or index all "library" material: books, patents, documents, and so on	80	140	220
Index files of engineering drawings	2	6	8
Index company publications and newspapers	25	48	73
Files, collections and circulation work			
Provide photocopies of material in the collection	74	133	207
Provide interlibrary loan service	82	144	226
Maintain files of research notebooks			
current	29	71	100
retrospective	31	74	105
Route new issues of journals on a regular basis	59	119	178
Maintain files of engineering drawings	3	4	7
Maintain files of company patent specifications	15	30	45
Maintain files of published patents; e.g., patents of other companies	20	52	72
Maintain files of slides, tapes, and other visuals used for talks and presentations	18	35	53
Maintain files of trade catalogs	24	59	83
Maintain files of specifications and standards			
government	23	59	82
industrial	24	53	77
Maintain files of government security classified documents	15	22	37
Handle company public relations films	2	7	9
Maintain a recreation collection of books for employees	18	17	35

Functions

The last half of the questionnaire was a list of 55 services that some industrial library/information services provide. The list is similar to that of Bedsole (3, p. 441). The responses are given in Table 6.

The author had privately theorized that persons who are classified as middle managers might be expected to manage more diverse operations than the other respondents. The list does not include the standard management functions of selection and evaluation of employees, planning, budgeting, and so on. The theory was that middle managers would be responsible for operations that included the mail service, the records management program, company archives, computer service, and similar services. (23). The December 1978 issue of the new journal *Information Manager* (24) discusses some of these functions. However, only about 8% of the middle managers were responsible for the mail service, about 6% for correspondence files, 11% for the records management program, 33% for company archives, and 2% for computer services; 6% edited or prepared company brochures. Many of the 55 functions may be found in a corporation but not in the library/information service. Some might be more characteristic of companies in certain industry categories than are others. Since the investigator is a "librarian," the questionnaires may have been given to persons who managed only the "library" portion of the library/information services.

Interviews with SLA Members

Although the questionnaire did not include these items, discussions with several members of the Special Libraries Association, Indiana Chapter, revealed two concerns: 1) the library/information service has become a "velvet ghetto" (25) for professional women who are employed in industry, and 2) the heads of the library/information services were unable to serve as "men-

tors" (26) for young professional women in the company. The "velvet ghetto" refers to management's practice of placing women professionals in staff management positions such as personnel, public relations, or information systems. Both of these concerns center on the library/information service being regarded as a "staff" management function outside the "line" management ladder of promotion and salaries. Some respondents said they encountered problems in securing position and salary advancements both for themselves and their employees (27). There was not a sufficient amount of internal or external data on which to base such requests. The heads often were as unable to find an advisor in the company to assist with their own career advancement as they were to serve as counselor for young professionals.

Several respondents were asked what types of management courses the schools of library/information service should provide for those planning careers in companies. Although there was not a consensus, some topics which were suggested were as follows:

- use of statistics;
- how to manage time;
- elements of budgeting;
- elements of human relations;
- how to delegate responsibility and authority;
- survey of new management methods.

Two people mentioned the need for a practicum of three to six months. Several mentioned that management courses should be taken within at least two years after the master's degree. The majority felt that such management courses should be offered in business schools, not in library schools.

Summary

Although this study is based on a small sample of the company library/information services in the United States, it pinpoints some topics

54% of them had multiple services, compared to 58% of the other. Middle managers had a slight edge on having 10 or more installations with library/information services. However,

the middle managers represented fewer Fortune 500 companies; only 53% of the middle managers worked for Fortune 500 companies, compared with 67% of the others.

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Table 5. Standard Industrial Classification (SIC) Code of Company.

Division	Middle Managers N = 85	Others N = 153	Total N = 238
B. Mining (groups 10-14)			
10 Metal mining	...	1	1
C. Construction (groups 15-17)			
16 Construction other than building	...	2	2
D. Manufacturing (groups 20-39)			
20 Food and kindred products	5	5	10
21 Tobacco manufactures	...	2	2
22 Textile mill products	...	1	1
26 Paper & allied products	1	3	4
27 Printing, publishing	10	11	21
28 Chemicals & allied products	18	25	43
29 Petroleum refining	1	10	11
30 Rubber & misc. plastics	...	3	3
32 Stone, clay, glass	...	5	5
33 Primary metal industries	...	2	2
34 Fabricated metal products	...	3	3
35 Machinery, except electrical	5	8	13
36 Electrical & electronic	5	8	13
37 Transportation equipment	9	16	25
38 Measuring, analyzing, & controlling	6	5	11
39 Misc. manufacturing industries	...	1	1
E. Transportation, communications, electric, gas & sanitary services (groups 40-49)			
45 Transportation by air	...	1	1
48 Communication	2	4	6
49 Electric, gas, & sanitary services	...	2	2
H. Finance, insurance, & real estate (groups 60-67)			
60 Banking	4	4	8
62 Security & commodity brokers	2	3	5
63 Insurance	2	5	7
64 Insurance agents	...	1	1
67 Holding & other investment offices	1	3	4
I. Services (groups 70-89)			
73 Business services	10	9	19
81 Legal services	1	5	6
82 Educational services	1	...	1
89 Misc. services	2	5	7

(Table 4). However, 67% of the middle managers and 63% of the others had degrees in the humanities and social sciences.

Contrary to the myth that corporation employees have high job instability, 91% of the respondents had worked for five or fewer employers and most had worked for their current employer at least 10 years. In fact, they had worked for the present employer an average of 13 years and had an average of 15 years of professional library/information experience.

Budget and Clientele

Jackson (20) recently examined the staff and budget requirements of specified corporation information services; Talavage (22) examined budgets in another study. Some corporations use the criterion that the level of management is determined by the size of the departmental budget. In the present study, 53% of the respondents had materials budgets in excess of \$50,000, with 59% of the middle managers having this level of funding. In addition,

Table 4. Breakdown of Subject Field Education. See also Table 3, Part A.

	Middle Managers N = 85	Others N = 153	Total N = 238
Biomedical sciences	9	7	16
Business, commerce, or economics	9	9	18
Chemistry	14	37	51
Computer sciences
Earth sciences	1	2	3
Education	7	7	14
Engineering	2	5	7
English and journalism	9	22	31
Fine and applied arts	...	4	4
Foreign languages	1	4	5
Law	2	4	6
Liberal arts	8	17	25
Math	...	2	2
Philosophy and religion	...	1	1
Physics	2	3	5
Social science	7	19	26
Other	8	4	12
Not given	6	6	12

Company Products

A wide variety of product categories was represented by the respondents. Table 5 arranges the data by the Standard Industrial Classification (SIC) groups (21). The largest number of companies is represented by Division D., Manufacturing. Information on some characteristics of company library/information services in selected industry groups will be presented in another paper.

tion, 85% of the respondents and 92% of the middle managers had materials budgets for the library/information service.

Most respondents indicated that the library/information service served more than 150 people. The middle managers seemed to represent larger companies than the others, since 91% of their group served more than 150 people. The middle managers did not have the largest number of library/information services in their companies;

The Collection Formula

An Experiment in Structuring Headings

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10028

■ At a time when more and more art libraries are joining networks, shared cataloging and the need for standardized structuring of subject headings becomes essential. This paper explores the idea of developing cataloging formulas, specifically describing the Collection Formula and its application to a large area of art publications, such as handbooks, catalogs, and other items. Collections are defined according to type and form, and the variant possibilities are grouped for cataloging treatment. With charts and examples, preliminary media/form headings are constructed step-by-step into the more complex collection headings. The usefulness of media/form subdivisions following collections is stressed.

THE COLLECTION FORMULA to determine subject headings for art collections was developed because of the variant ways the Metropolitan Museum of Art Library, the Library of Congress, and other National Union Libraries have approached this material in the past. The term "collection" is used in the context of this paper as a collection of movable, as opposed to fixed, objects in public and/or private collections. Included under the formula are official guides and handbooks to collections, summary and selective catalogs of collections, and monographs dealing with specific aspects of a collection or specific objects within a collection. There are a limited number of variations in types of collec-

tions (i.e., private, public, and so on) and forms of their contents (i.e., general, specialized, and so on), so this formula can be applied to map out any combination of types and forms to arrive at a logical and systematic approach to cataloging this material.

The art field, possibly more than other fields of knowledge, begs for structure since it ultimately centers around objects. Hopefully, this formula will function as a prototype for structuring headings at a time when more and more art libraries are joining networks, making shared cataloging and the establishment of standards a necessity. The principles and diagrammatical patterns of structuring headings should be explored and developed

to a greater extent in library science.

Defining Collections

Whether the material is a detailed catalog, general handbook, or list, all such publications can apply to a collection. The emphasis should be on describing the subject of the publication, which is the collection. Collections can be classified into four unique types; and under each type, four breakdowns by form are possible.

Types of Collections

I. Private Collection: This category is reserved for private collectors and corporations. Defining a collection as private may be difficult, e.g., individual collectors and/or corporations pose no problem, but to determine whether certain colleges, institutions, or foundations are private or public could prove difficult. Since colleges and other such institutions have a definite location, a reliable policy is to treat them as public collections, whether truly public or not, and to apply the term "private" to the obvious categories of individual collector and/or corporation.

II. Public Collection: A museum, gallery, or, as noted above, college or other institution of a fixed location make up this category. A public collection represents a separate administrative entity.

III. Privately Named Collection Administered by a Larger Institution: In this category is placed a collection, once privately owned, now bequested, endowed, or otherwise administered by a larger public institution, usually a museum. Such collections may be general or grouped by the subject matter of the holdings.

IV. Department within a Museum: A department is an administrative unit that constitutes and is responsible for a specific jurisdiction.

Forms of Collections

A. Art Collection: A collection predominantly or exclusively composed of

works of art in various media, as, for example, that of the Musée National du Louvre.

B. Specialized Media/Form Collection: A collection made up of art objects of a specialized grouping, as, for example, the Corning Museum of Glass or the collection of the American Numismatic Society.

C. Specific Aspect of a More Generalized Collection: Only a segment of the collection is under consideration, as, for example, paintings in an art collection or vases in an antiquities collection.

D. Specific Objects Within a Collection: Only an object within a collection is under consideration, such as one particular manuscript in a collection. If the object is better known by its authorship, e.g., Rembrandt's *The Jewish Bride*, it should be treated under the artist rather than the museum. Only anonymous works or works where the artist or authorship is in doubt are treated under their owner.

Structuring Subject Headings

Having classified collections into rather strict groupings, the next step is to translate this information into headings. The following section will describe how these headings are structured, starting with media (i.e., painting, drawing, sculpture, and so on) and/or form (i.e., vases, gems, furniture, and so on) building up to the more complex collection headings. The structuring used in the Collection Formula was developed within the framework of the Metropolitan Museum of Art's cataloging system. It is somewhat different from Library of Congress headings; the major differences will be noted where they occur.

Both the Metropolitan Museum of Art and Library of Congress arrange their basic media/form headings alike: Media or form first, with provenance, style, or period modifiers inverted and following (see Figure 1).

"Roman sculpture" translates into (1) SCULPTURE, ROMAN. "Roman sculpture indigenous to France" becomes (2)

Figure 1. Basic Headings

		MEDIA/ FORM	MODIFIERS: PROVENANCE, STYLE, PERIOD	COLLECTION SUBDIVISION	
	LOCATION: (SPECIFIC)	<div> <div>←</div> <div>→</div> INVERSION <div>←</div> <div>→</div> </div>			LOCATION (GENERAL)
1		SCULPTURE	, ROMAN.		
2		SCULPTURE	, ROMAN		- FRANCE.
3		SCULPTURE	, ROMAN	- COLLECTION	- FRANCE.
4	PARIS - LOUVRE	- SCULPTURE.			

• •

SCULPTURE, ROMAN—FRANCE. Note the order: Media / a modifying style / location. "Roman sculpture in French collections" becomes (3) SCULPTURE, ROMAN—COLLECTION—FRANCE. The subdivision "Collection" falls between the modified medium and the location of such objects, changing the interpretation from "indigenous to France" to "located in France." Individual collections, such as "A collection of sculpture in the Louvre," will be discussed next. From this point on, the structuring becomes much more systematic, thus allowing more precision than in Library of Congress headings.

Museums and galleries are considered *pro forma* as synonymous with their collections and the subdivision "Collection" need not be spelled out. For example, the entire range of collections in either of the following institutions are entered under:

NEW YORK (CITY)—MUSEUM OF MODERN ART.
KENNEDY GALLERIES, INC., NEW YORK.

However, private collectors, corporations, and those institutions not dealing exclusively with art objects, such as

colleges, universities, and foundations, require the subdivision "Collection" as in the following:

BOMFORD, JAMES —COLLECTION.
(private collector)
BURLINGTON NORTHERN, INC.—
COLLECTION. (private corporation)
AMHERST (MASS.) COLLEGE—COLLEC-
TION. (non-art institution)

Whether actually subdivided by the word "Collection" or not, these headings are further subdivided by media or form if there is a focus on objects that represent only one aspect of a given collection, as in the following:

NEW YORK (CITY)—MUSEUM OF
MODERN ART—PHOTOGRAPHS.
BOMFORD, JAMES —COLLEC-
TION—GLASSWARE.
AMHERST (MASS.) COLLEGE—COL-
LECTION—PAINTINGS.

Returning to Figure 1, "A collection of sculpture in the Louvre" translates into the subject heading (4) PARIS—LOUVRE—SCULPTURE. The subdivision "Collection" is dropped and superseded by the Metropolitan Museum of Art's authorized name for the collection

(Library of Congress uses the fuller name PARIS—MUSÉE NATIONAL DU LOUVRE). The medium "sculpture" becomes a subdivision, being only one medium in a much broader collection of art. All that is needed is to cross-reference PARIS—LOUVRE—SCULPTURE from SCULPTURE—COLLECTION—FRANCE. These cross-references are extremely important in tying the general and specific collections together and reducing the number of subject headings required.

Library of Congress media/form headings are extended to include the city of the collection's location rather than giving media/form subdivisions after museums. The museum itself is followed by the format of the publication, for example, "Catalogs" or "Handbooks." Their handling of "A collection of sculpture in the Louvre" might appear as follows: 1. SCULPTURE—FRANCE—PARIS—CATALOGS and 2. PARIS—MUSÉE NATIONAL DU LOUVRE—CATALOGS.

If, in the first heading, "Collection" were to be placed between the media/form and the location, as in SCULPTURE—COLLECTION—FRANCE—PARIS, no confusion to the user need occur over provenance headings, SCULPTURE, FRENCH, and location headings, SCULPTURE—FRANCE. Their second heading, for the Louvre, would not satisfy the user who is interested in what material there is on a specific media or form, such as seals, etchings, or sculpture, in a particular museum.

Returning to the structuring pattern of the collection formula, "A collection of Roman sculpture in the Louvre," an even more specialized heading, requires the following two headings:

1. PARIS—LOUVRE—SCULPTURE emphasizes the location of the collection itself and permits the reader to browse through the Louvre section of the catalog by way of the basic medium subdivision. Works dealing with sculpture in the Louvre, whether Nineteenth-Century, Baroque, Roman, or Romanesque, are brought together un-

der the general subdivision "Sculpture." To extend this heading by modifying sculpture is just not practical. Further modification of media/form by provenance, style, or period can be handled by a second heading.



2. SCULPTURE, ROMAN—COLLECTION—FRANCE emphasizes the medium along with any modifications, in this case, its style. This heading permits the reader to approach the catalog by way of the medium, the medium being modified by "Roman" and subdivided by "Collection" and country of location.

With the user in mind, it seems reasonable to allow for these two distinct approaches to media/form. In like manner, for very specialized media/forms such as violins or chairs, the more generic class names are used (e.g., musical instruments and furniture) following the museum. A collection of Seventeenth-Century Italian chairs in the Louvre requires the following two subject headings:

1. PARIS—LOUVRE—FURNITURE.
+ FURNITURE—COLLECTION—FRANCE, see also
2. CHAIRS, ITALIAN—17th CENT.—COLLECTION—FRANCE.

Unmodified subject headings, i.e., GLASSWARE—COLLECTION—U.S. and NUMISMATIC—COLLECTION—U.S., reflect individual collections wholly composed of that form, such as the Corning Museum of Glass and the American Numismatic Society. When the same headings are used as cross-references, they reflect collections partially composed of that form, i.e., GLASSWARE—COLLECTION—U.S., see also BOSTON—MUSEUM of ART—GLASSWARE, and NUMISMATICS—COLLECTION—ENGLAND, see also BRITISH MUSEUM—NUMISMATICS.

Private collections are handled somewhat differently. It can be rationalized that the location in the case of private collectors or corporations is of no particular importance as it is subject to change. Therefore, "Private" replaces location, as for example:

PRICE, VINCENT, 1911— —COL-
LECTION.
+ ART—COLLECTION, PRIVATE, see
also
BOMFORD, JAMES —COLLEC-
TION.
+ GLASSWARE—COLLECTION, PRI-
VATE, see also

If James Bomford's collection turns out to be a general collection of art, or if we are unable to ascertain whether we are dealing with his entire collection or an aspect of his collection, for example, glassware objects in a general art collection, then our subject heading requires a subdivision for the form "Glassware" and looks like this:

BOMFORD, JAMES —COLLEC-
TION—GLASSWARE.
+ GLASSWARE—COLLECTION, PRI-
VATE, see also

It is not unusual to be unable to identify the entire scope of the collection when dealing with small private collections. When in doubt, it is best to add the subdivision for the objects under consideration. The same standard subdivisions used after museums should be applied to private collections.

Result: The Collection Formula

Although the principal thrust of the collection formula is toward the structuring of subject headings, main and added entries can also adhere to its principles. Main entries have been given here in the formula itself, and both main and added entries are given in the Appendix. The idea of main entry, corporate entry, and so on, may become outmoded with the application of the second edition of the *Anglo-American Cataloguing Rules*; nevertheless, the entries suggested indicate necessary access points for the works under consideration.

For cataloging purposes, both the museum and the department, as administrative bodies, are treated as main entries, and not as subject headings. The contents of their collection becomes the subject heading. Privately-named collections within museums are considered permanent media or form collections administered from elsewhere, and can be brought out in subject headings. As is often the case, departments are sometimes reappportioned or renamed by their museums. The different procedures under each type of collection are a result of the distinction between treatment as an administrative body and treatment as a subject.

The formula is straightforward. It sets up unmodified categories for media and form, but does not spell out additional headings for provenance, style, or period. The handling of further modifications, such as a collection of "ancient" art, "Roman" sculpture, "Sèvres" porcelain or "Nineteenth-Century" painting, are demonstrated in the Appendix by additional headings. The variant cross-references for the names of private collectors and collections gone public do not appear in the formula either.

Summary

In developing the collection formula, the author explored an approach to

cataloging which treats materials as a group rather than as separate entities. It is being used successfully in the Metropolitan Museum Library to catalog materials on collections. The required goals of speed, accuracy, and consistency were attained. While the subject headings are somewhat different from those used by the Library of Congress, the major differences appear to be in the method of structuring, not in the

terminology itself.

With shared cataloging a future necessity, idiosyncratic cataloging will inevitably become obsolete. Art librarians will need to compromise and agree: first on terminology, and then on tight structuring patterns for commonly encountered cataloging situations. The collection formula's method of approach is an example of cataloging as a more precise, more exact science.

Appendix A. The Collection Formula.

	I PRIVATE COLLECTION	II PUBLIC COLLECTION	III PRIVATELY NAMED COLLECTION ADMINISTERED BY LARGER INSTITUTION	IV DEPARTMENT WITHIN MUSEUM
	main entry: au. or collector	main entry: museum	main entry: museum	main entry: museum - dept.
A ART COLLECTION	1.collector - COLLECTION. + ART - COLLECTION, PRIVATE, see also	1.ART - COLLECTION - country.	1.museum - collection. + ART - COLLECTION - country, see also	1.ART - COLLECTION - country.
B SPECIALIZED MEDIUM OF FORM COLLECTION	1.collector - COLLECTION. + medium - COLLECTION, PRIVATE, see also	1.medium - COLLECTION - country.	1.museum - collection. +museum - medium, see also +medium - COLLECTION - country, see also	1.museum - medium. +medium - COLLECTION - country, see also
C SPECIFIC ASPECT OF A MORE GENERALIZED COLLECTION	1.collector - COLLECTION - medium. + medium - COLLECTION, PRIVATE, see also	1.museum - medium. + medium - COLLECTION - country, see also	1.museum - collection - medium. +museum - medium, see also +medium - COLLECTION - country, see also	1.museum - medium. +medium - COLLECTION - country, see also
D SPECIFIC OBJECT WITHIN A COLLECTION	1.collector - COLLECTION - object. + object, see	1.museum - object. + object, see	1.museum - object. +museum - collection - object, see +object, see	1.museum - object. + object, see

Appendix B. Examples Demonstrating How the Formula is Applied.

ex. IA. Ancient Art: the Norbert Schimmel Collection; ed. by O. W. Muscarella. 1974.

Type I: Private collection

Form A: Art collection (modified by "ancient")

main entry: Muscarella, Oscar White ed.

added entry:

subjects: 1. SCHIMMEL, NORBERT, 1904- - COLLECTION.
+ART, ANCIENT - COLLECTION, PRIVATE, see also

ex. IIA. Guide to the British Museum. 1964.

Type II: Public collection
Form A: Art collection

main entry: British Museum.
added entry:
subjects: 1. ART - COLLECTION - ENGLAND.

ex. IIIA. Handbook of the Benjamin Altman Collection [in the Metropolitan Museum of Art]. 1928.

Type III: Privately named collection administered by a larger institution
Form A: Art collection

main entry: New York (city) - Metropolitan museum of art.
added entry:
subjects: 1. NEW YORK (CITY) - METROPOLITAN MUSEUM OF ART - ALTMAN
COLLECTION.
+ART - COLLECTION - U.S., see also

ex. IVA. Brief Guide to the Department of Ancient Art in the Brooklyn Museum;
by Bernard von Bothmer. 1970.

Type IV: Department within a museum
Form A: Art collection (modified by "ancient")

main entry: Brooklyn institute of arts and sciences - Museum - Dept. of
ancient art.
added entry: Bothmer, Bernard von, 1912- au.
subjects: 1. ART, ANCIENT - COLLECTION - U.S.

ex. IIB. Glass From the Corning Museum of Glass: A Guide to the Collection.
1974.

Type II: Public collection
Form B: Specialized collection (glass)

main entry: Corning (N.Y.) - Museum of glass.
added entry:
subjects: 1. GLASSWARE - COLLECTION - U.S.

ex. IIIB. The Gustave and Franco Schindler Collection of African Sculpture
[gift to the] Dallas Museum of Fine Arts; text by John Lunsford. 1975.

Type III: Privately named collection administered by a larger institution
Form B: Specialized collection (sculpture, modified by "African")

main entry: Lunsford, John au.
subjects: 1. DALLAS (Tex.) MUSEUM OF FINE ARTS - SCHINDLER COLLECTION.
+DALLAS (Tex.) MUSEUM OF FINE ARTS - SCULPTURE, see also
+SCULPTURE, AFRICAN - COLLECTION - U.S., see also

ex. IVB. A Guide to the Department of Coins and Medals in the British Museum.
1922.

Type IV: Department within a museum
Form B: Specialized collection (numismatics)

main entry: British museum - Dept. of coins and medals.

added entry:

subjects: 1. BRITISH MUSEUM - NUMISMATICS.
+NUMISMATICS - COLLECTION - ENGLAND, see also

ex. IC. Catalogue of an Important Collection of Old Sèvres Porcelain
Belonging to E. M. Hodgkins. n.d.

Type I: Private collection
Form C: Specific aspect of a more generalized collection (porcelain,
modified by "Sèvres" in an art collection)

main entry: Hodgkins, E M

added entry:

subjects: 1. HODGKINS, E M - COLLECTION - PORCELAIN.
+PORCELAIN - COLLECTION, PRIVATE, see also
2. PORCELAIN, SÈVRES - COLLECTION, PRIVATE.

ex. IIC. Catalog of Greek & Etruscan Vases in the Boston Museum; by
Arthur Fairbanks. 1928.

Type II: Public collection
Form C: Specific aspect of a more generalized collection (vases,
modified by "Greek & Etruscan" in an art collection)

main entry: Boston - Museum of fine arts.

added entry: Fairbanks, Arthur, 1864- au.

subjects: 1. BOSTON - MUSEUM OF FINE ARTS - VASES.
+VASES - COLLECTION - U.S., see also
2. VASES, ETRUSCAN - COLLECTION - U.S.
3. VASES, GREEK - COLLECTION - U.S.

ex. IVC. Italienische Zeichnungen 1500-1800: Bestandskatalog der
Graphischen Sammlung der Staatsgalerie, Stuttgart. 1977.

Type IV: Department within a museum
Form C: Specific aspect of a more generalized collection
(drawings, modified by "Italian 16th-19th century"
in a graphics department)

main entry: Stuttgart - Staatsgalerie - Graphische Sammlung.

added entry:

subjects: 1. STUTTGART - STAATSGALERIE - DRAWINGS.
+DRAWING - COLLECTION - GERMANY, see also
2. DRAWING, ITALIAN - 16th-19th CENT. - COLLECTION - GERMANY.

ex. IID. The Cairo Calendar no. 86637 [in the Cairo Museum] by Abd el-Mohsen Bakir. 1966.

Type II: Public collection

Form D: Specific object within a collection (papyrus, with a unique name)

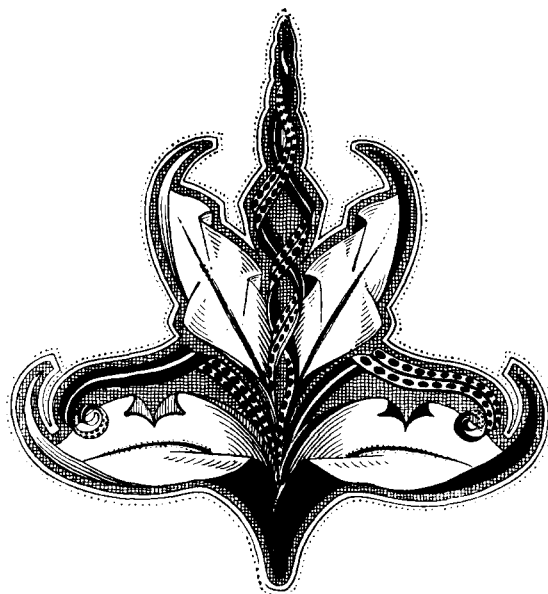
main entry: Cairo (Eg.) - Museum.

added entry: Bakir, 'Abd al-Mohsin au.

subjects: 1. CAIRO (Eg.) - MUSEUM - PAPYRUS 86637.
+CAIRO CALENDAR 86637, see

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Efficiency and Library Space

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■ Limited space can be stretched and made more efficient when library management, architect, and contractor collaborate, as this report of a recent library renovation shows.

HAPPINESS is another two hundred square feet of floor space. If this is too extravagant a statement, then say that the extra square footage is efficiency and creates a feeling of elbow room for the staff of the MITRE Washington Center library for the first time in half a dozen years. It came just from some partitions being pulled down and put up elsewhere.

The gain in floor space is small—from 3125 square feet to 3410 square feet—but the result is that all the space is used more efficiently and readers are segregated more effectively from staff space. Library management and architects collaborated on deciding how limited space could be used best, and the collaboration was an amicable one.

The library was laid out at the time MITRE moved into its building in 1968, when the library staff and the users were less than a third the present total. A little later, some additional space was

given the library to handle a special collection, afterwards merged into the main collection, so that, when the present manager came to Information Services in mid-1970, the library had the same floor space it was to keep up through the first months of 1979. In those nine years, the library staff grew from four to twelve, the collection more than doubled, and the readers to be served tripled.

The Increasing Space Problem

As the collection grew, shelving was put up wherever wall or floor space could be found, so that heavily used material, such as the back files of periodicals, had to be shelved in the library staff's area. As the library staff expanded, desks were jammed in where space permitted, and some staff members used the public reference and circulation desks as their home base. As the library workload increased with the

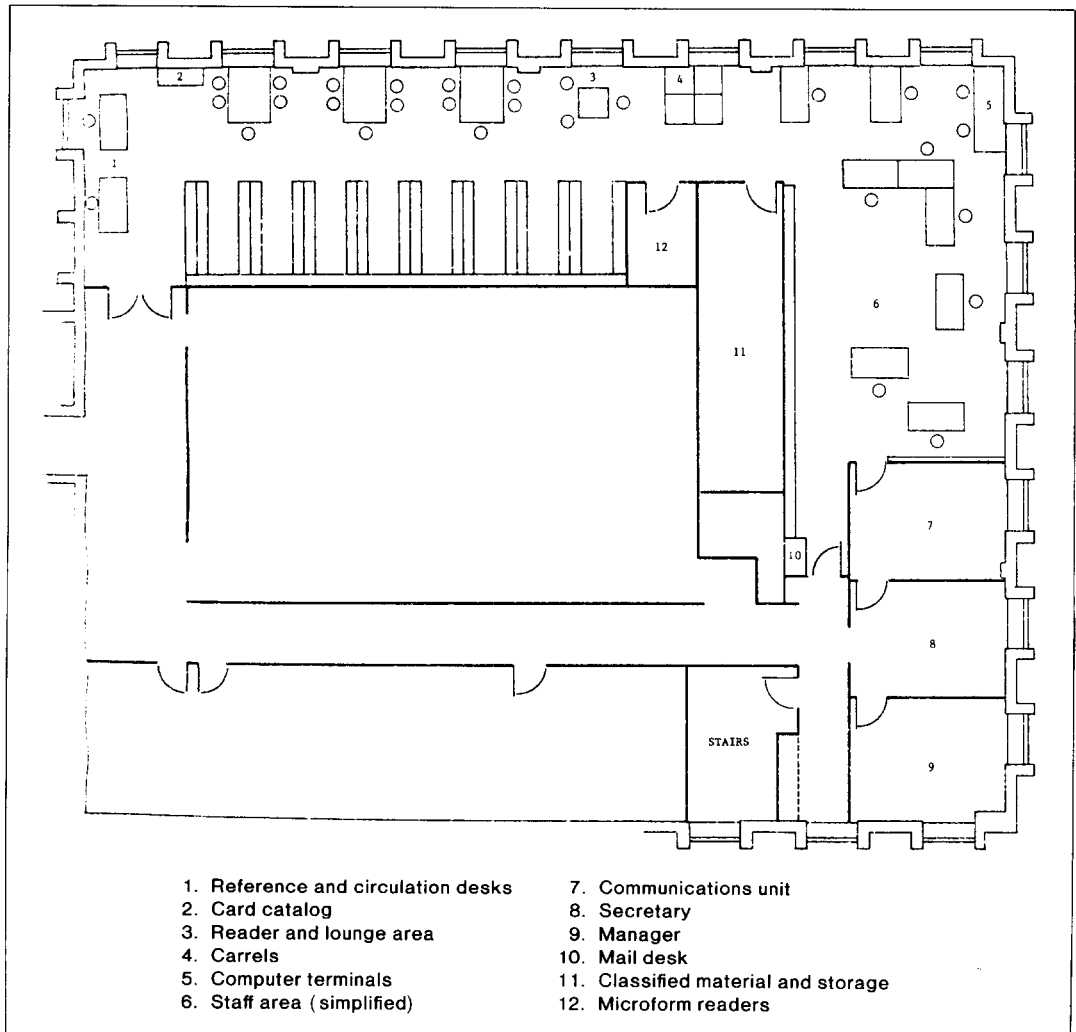
growth in number of users served, tables and book trucks were added to hold the material being handled in the staff area. It became an obstacle course, and a telephone conversation might be heard by the whole room. The growth in users could be handled only by changing from round tables seating four, which one user might easily monopolize by spreading the working material out only a little, to rectangular

tables that had chairs for five, but could be monopolized by two people working at opposite corners. Some carrels could also be added in the space where a desk was removed (see Figure 1).

Recognizing that the library receives the largest amount of mail of any department of Washington Center, the Center's maintenance crew constructed a small counter with shelves to be used for receiving and sorting incoming

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Figure 1. Original Layout of MITRE Washington Center Library.



mail, with in-baskets on the shelves being used to hold the various types of mail for processing at a more convenient time. By 1978, however, the amount of mail being received was so great that often the incoming mail had to be transferred on receipt to the processing desks whether or not there was time to handle it.

All the forms and supplies unique to the library had to be stored in the library area, but there was no space for them. Two-thirds of the coat closet in the hall was filled with supplies, and metal supplies cabinets placed in the hall made access to any part of the coat closet a one-thin-person matter.

The use of microfilm as a storage medium for back periodical files required a microfilm reader-printer. This machine, as well as one for microfiche, could be used only in a small closet that provided the necessary semi-twilight but had almost no ventilation.

When we began to input data directly into the Center's computer rather than use batch processing, a terminal was installed in the only available space, so close to corner windows that it was often difficult to see the CRT display. This was also the only place the on-line search terminal could be located, so that the cataloging corner was usually crowded with three or four people trying to work in a space planned for one—there was the reference librarian and a user conducting a search on



MITRE Library staff area before reconstruction

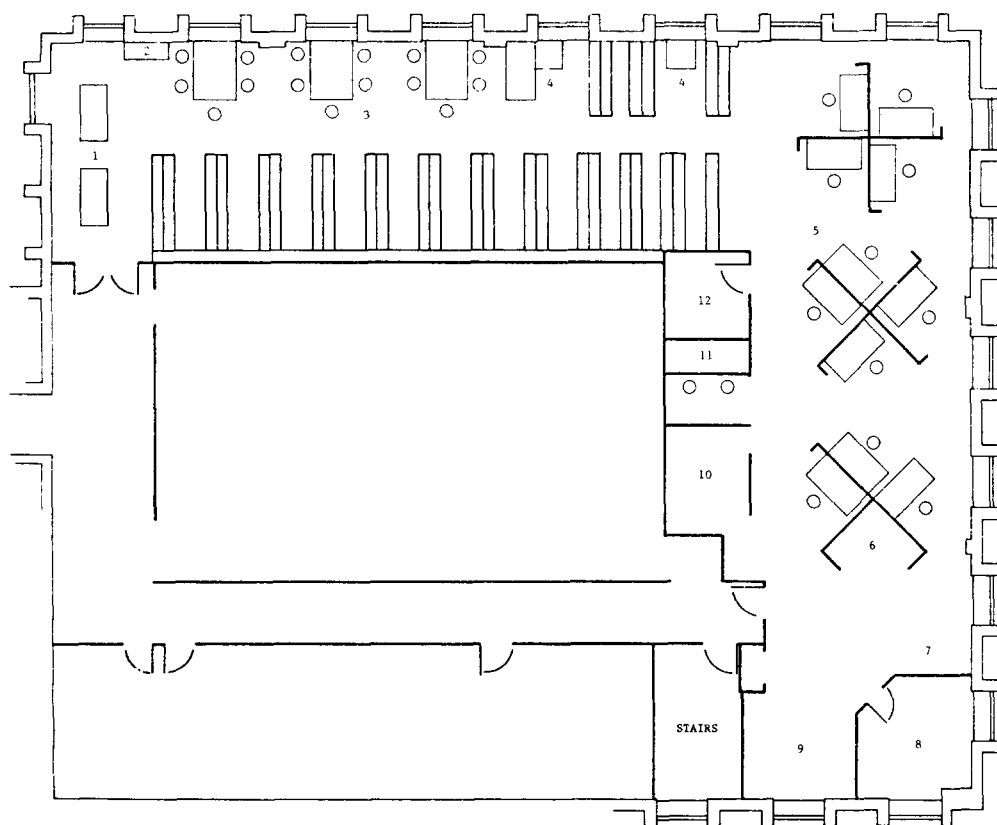
DIALOG, ORBIT, or MEDLINE; and the cataloger and a library technician trying to catalog and input new material that was needed for a rush request.

A shift in the focus of the Center's work program reduced the emphasis on classified material so that the amount of classified documents to be retained by the library was reduced to a minimum consisting of little more than the volumes of DDC's *Technical Abstracts Bulletin*. This left the vault largely unused, except by staff using the library's photocopying machine. The few classified items there, however, made it impossible to shelve unclassified materials, such as Congressional hearings, that users would want to browse.

Even before the officer allocating space told us so, it was obvious to library management there was little hope of getting more space for the library when the Center was occupying four buildings, with a fifth urgently needed to house its expanding staff. After wasting days with a floor plan and paper cut out to scale of furniture and shelving, the manager concluded that the existing space could not be used more effectively. Could some space be stolen? The classified storage vault could be reduced in size. Perhaps the small storage room adjacent to the vault could be assigned to the library, as well as the hall which we had already effectively added to library territory. Would the layout of the building permit those partitions to come down? Could the door to the stairs be moved? Could the changes be made without closing down library service?

When the idea was brought before the director of administrative services, he agreed what was proposed was probably the only feasible answer, but also pointed out there was not sufficient money in that year's budget to do the job. He found funds, however, to have five-foot dividers built that would give staff, seated at their desks, an illusion of privacy. After the dividers were made, they could not be installed immediately because their height cut off light from

Figure 2. Reconstructed Library.



1. Reference and circulation desks
2. Card catalog
3. Reader area
4. Carrels
5. Staff area
6. Mail desk

7. Secretary
8. Manager
9. Communications unit
10. Xerox machines
11. Microform readers
12. Classified material

the windows to certain desks, and there was no money in the budget to rewire in order to provide the extra lighting required.

The Reconstruction Plan

During the next fiscal year, there was money in the budget, and an architectural firm was hired to plan library renovation properly. Their first drawings had some ideas for space use that were far better than our own, but there were other ideas that would not do at all. After the second and third revisions, a layout existed that everybody could agree on. The contractor chosen

said that the reconstruction could be done without shutting the library down if the staff was willing to put up with inconvenience. We were willing. In fact, the library users never noticed any inconvenience because of their fascination with what was going on.

We lived through three and one-half weeks when all the periodicals, reports, Congressional documents, and everything except the book and reference collections were inaccessible in storage. Plaster dust coated us as thickly as it did the floor. Phones rang and could not be answered because they were buried under electrician's cables or the painter's drop cloth. Library service went on,

more or less as usual, and the readers wandered back to watch the construction crew. Some even came to watch during the two days the library had to shut down to have carpet laid. This was necessary when it was decided to lay carpet under the book stacks rather than around them. Everything had to be moved first to one side of the reading area and then back to the other, as the carpet went down first on one side of the reading area and then the other.

We lived through that, and the three or four days following when the material taken off the shelves and stored in hastily labeled boxes was recovered, more or less in the order of labeling, and put back on the shelves. That was the worst time of all, because getting collections back in order required library staff to supervise or do it themselves. Other work practically stopped, and we worked that weekend.

We have a new library now (see Figure 2). A pleasant blend of colors was achieved between new paint on the walls and new carpet and the older



Library staff working during reconstruction.

drapes and metal bookcases. Getting ten women to agree on color matches takes time (the male staff declined to assist in these decisions!) but the results are worth it.

The rearrangement included adding seventeen new bookstack units which gives more collection space and brings all the material for browsing closer to the reading area. The seating space is no greater than before, but two of the carrels now provide more privacy than they did before.

All members of the library staff finally have their own personal desks; no longer must personal things be kept at the public desks. The five-foot dividers arranged around two sides of each desk give the staff member, when seated, a feeling that this bit of space is his or her private space. The shelf and the wall phone that some have mounted on the dividers are added conveniences. The star arrangement of the dividers and desks leaves room against the walls and windows for extra tables, book trucks, or file cases without making the area feel cramped.

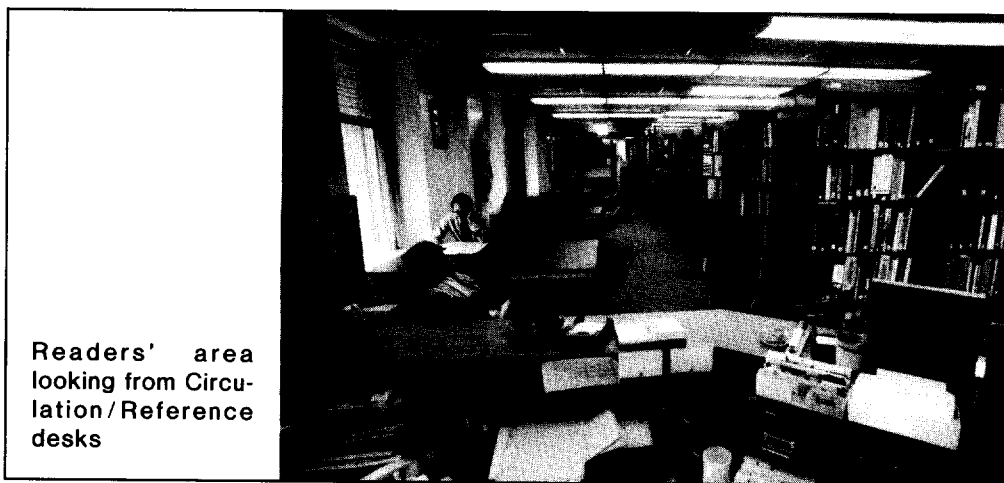
The computer terminal area has enough space around it so that the Center terminal can be in use at the same time as the search terminal without one person being in the other's way. The microform reader-printer room is well ventilated, and the built-in work counter on which the machines are set is low enough so that necks are not cricked when reading the display. It



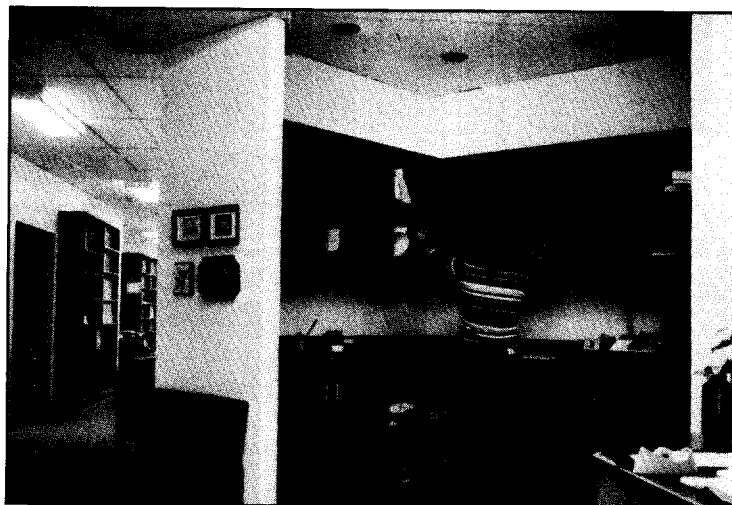
Library collections in storage during reconstruction.



Staff cubicles



Readers' area
looking from Circu-
lation/Reference
desks



Mail desk

also provides a place for making notes, while underneath are storage cabinets for toner and paper for the machines, and for other infrequently used supplies.

Two photocopying machines—the office copier and the Xerox 970 which blows back from microfiche—have their own area, out of the customer's path but convenient for the staff. There is also room for open-shelf storage of library supplies.

The classified material vault is now quite small but has space for more material than the library has at present. Security is also better now; since the vault now houses only classified material, it sometimes remains unopened during the working day.

The most successful innovation of all is the mail cabinet that separates the Information Services office area (secretary's area, manager's office, and com-

munications unit staff) from the Library Services area proper. The angled cabinet is ceiling-high and provides a large work counter with variable-sized pigeonholes above so that the bulky mail that is received or shipped out twice daily can be sorted and stored conveniently. Under the counter is more storage space for supplies. While the materials-handling problem of library operations is not completely solved, it is nearer a solution than it ever has been in this library.

Our space problem is not over but it is much alleviated, and the conveniences the architects helped us acquire will do much to make the limited space something we can live with contentedly for a few more years.

Received for review July 19, 1979. Manuscript accepted for publication, 1979.

Paula M. Strain is manager, Information Services, MITRE Washington Center Library, McLean, Va.



Position Statement on the United States Department of Education

The Special Libraries Association, a not-for-profit association of over 11,000 individuals and organizations having a professional, scientific and technical interest in promoting and improving the creation, dissemination, and use of information and knowledge for the benefit of libraries and other educational organizations, reaffirms its support and belief in a separate Cabinet-level Department of Education. SLA further supports the establishment of a unit within the Department of Education at the Assistant Secretary level, reporting directly to the Secretary. This unit must be accountable for all program activities relating to library and information science, including appropriate technologies.

A basic concern that SLA shares with others in the information community is that an appropriate organization and structure be established within the Department which will facilitate, to the maximum extent possible, the cooperation and coordination of all related library and information services. Once the coordinating mechanisms are in place, the debate on a variety of specific issues—such as the title of the unit, specific detailed functions, and comprehensiveness—surrounding this vital program can proceed in a constructive manner.

Prior activities of the Office of Libraries & Learning Resources have not specifically addressed the needs of special libraries. The constituents who comprise the special libraries field are quite diverse—they include those in the private and public sectors and those who are in profit-making and not-for-profit organizations. However, if a national priority on information continues to be developed, all sources of information must be included. Special libraries are a vital and an essential element in this nation's information program and must be included.

**Joseph M. Dagnese, President
David R. Bender, Executive Director**

November 1979

CHAPTERS AND DIVISIONS

Central Ohio

At a Sep 20 meeting, members heard Thomas D. Harnish of OCLC, Inc., speak on the new technologies that are being developed to improve home delivery of library service (HDLS). Mr. Harnish is program manager for HDLS in the OCLC Research Department.

The Chapter invited Dr. Norman Hecht from the University of Dayton Research Institute to speak on alternative energy sources at an Oct 25 meeting.

A Fall Workshop on Automated Cataloging was held Nov 5 to provide an overview of the different systems now on the market.

Central Pennsylvania Provisional

On Sep 2, Kay Birula, librarian, AMP Incorporated Research Center, led members on a tour of the company's library facilities. Afterward, there was a meeting to review the Chapter Bylaws.

Cincinnati

Members met on Oct 2 to hear Wahib Nasrallah, of the University of Cincinnati Library, and Paul T. Hudson, Government & Business Division, Cincinnati Public Library, speak on sources of business information.

Cleveland

At a Sep 18 meeting, Dennis R. Beresford, a partner with Ernst & Whinney, addressed the question: "Where do we fit? The place of the special library in the firm." The meeting was held at the Cleveland Engineering and Scientific Center.

Connecticut Valley

Management style and communication was the topic of a Sep 19 meeting. The speaker, Richard Moore, is manager, Management Development, Timex Corporation.

Alice Sizer Warner, president, Warner-Eddison Associates, Inc., Cambridge, and a member of SLA, Boston Chapter, delivered a

talk on "Indexing and INMAGIC" at an Oct 23 Chapter meeting at the Aetna Life & Casualty Law Library, Hartford.

Preservation was the subject of a Nov 29 meeting. Robert E. Schnare, Jr., assistant librarian for special collections, U.S. Military Academy, and Susan Lemke, rare book cataloger and curator, U.S. Military Academy, were the guest speakers.

Florida

The Chapter celebrated its 10th anniversary on Sep 28 at the Largo Public Library, near St. Petersburg. Joseph M. Dagnese, Association President, and Lee Handley, Acting Executive Director of SOLINET, were both present to help celebrate the occasion.

Heart of America

Members were invited to attend the Kansas City Metropolitan Library Network (KCMLN) open house meeting on Nov 8. T. Philip Tomkins, president, KCMLN, and Edyth Dalton, the executive director, addressed the group.

Illinois

Ed Strable of J. Walter Thompson Co., and John Kok of Cone and Belding, gave a talk on "How to Become a Vice-President" at a Sep 13 meeting.

On Oct 10, members heard Steve Lane, U.S. Bureau of the Census, discuss the 1980 census. David Bender, executive director, SLA, was the featured speaker at a Nov 6 dinner meeting.

Indiana

A joint meeting was held with the Indiana Chapter of the American Society for Information Science on Sep 21-22. Participants met in Indianapolis to discuss the use of mini and macro computers in libraries.

SLA President, Joseph M. Dagnese, was invited to speak about "Special Librarians and National Programs" at a Nov 1 Chapter meeting.

Ellen L. Freeman, geology librarian, Indiana University . . . died Jul 3, 1979. A member since 1958, she was active in Chapter activities and served as secretary-treasurer, Geography and Map Division (1963). She published several bibliographies of geological materials and contributed to the *Encyclopedia of Earth Sciences*.

Margaret Hatch, founder of the San Francisco Bay Region Chapter, SLA . . . died May 28, 1979, at age 84. She organized the group that formed the Bay Region Chapter in 1924, served as director of SLA (1948) and was elected to the Hall of Fame in 1964.

Mary P. McLean, former director of the Newark Public Business Library . . . died Jun 25, 1979. She became a SLA member in 1936.

Barbara E. Nicholson, assistant director of libraries, Miami University . . . died on Aug 31, 1979. She served as Executive Board member,

Cincinnati Chapter, and as president-elect of the Academic Library Association of Ohio. She also played an important role in organizing Miami's Women's Resource Center. An active SLA member since 1969.

Lillian Placek, senior reference librarian, *Newsweek* . . . died of cancer Aug 19, 1979, at the age of 56. A former chief librarian for the *World Telegram and Sun*, she also held similar posts with *The National Inquirer*, *Business Week*, and the Ford Foundation. She was active in SLA and served as president, Newspaper Division, in the 60's.

Howard L. Stebbins, a former president of SLA . . . died May 28, 1979. An active member of American Library Association and the American Association of Law Libraries, he was elected president of SLA in 1935, a position he held for two terms. He was also director and chairman, Finance Committee (1937/41). In 1961, he retired as librarian of the Social Law Library in Boston.

NETWORKING NOTES

This column first appeared in the April 1979 issue, and again as "A Nationwide Library Network" in May/June 1979, "to help keep SLA members informed of activities in the field of networking that pertain especially to special libraries." The present Networking Committee chairman intends to continue the stated purpose on a quarterly basis, and even more often if the material warrants and the editor permits.

The Committee

The Networking Committee for 1979-80 consists of the following members: **James K. Webster** (Chairman), Science and Engineering Library, State University of New York at Buffalo, Buffalo, New York; **Audree Anthony**, Lorillard Research Center Library, Greensboro, North Carolina; **Vivian J. Arterbery**, Aerospace Corporation Library, Los Angeles, California; **Dian Gillmar**, Metropolitan Transportation Commission, Berkeley, California; and **Sharon Vipond**, Bell Canada Information Resource Centre, Montreal, Quebec.

Committee Projects and Programs

Firm projects for 1979-80 include:

1. Updating and completing the "Network" of Chapter and Division liaisons;
2. Conducting in-depth interviews with four major North American networks—OCLC, RLIN, UTLAS, and WLN. The responses and data obtained will then be published in a suitable format which will enable special librarians to compare the requirements and products of these networks. Interviewers have already been recruited, and a publication goal of March, 1980, has been set.
3. Identifying and contacting Networking Committee counterparts in other library and information-oriented organizations. Ultimately, it may be possible to put together an "Inter-Society Networking Committee," which could have a substantial impact on network planners and managers.
4. Organizing the Committee program at the annual Conference. Present plans call for two separate sessions sponsored by the Committee:

- a. A panel on "OCLC, special libraries, and networking" will include Mimi Drake (the moderator), Ann Dodson, and Neal Kaske of OCLC, and one more person to be named later.
- b. Another session, perhaps in the form of an open Committee meeting, with invited reports from various networks and other organizations.

In addition to these projects, the Committee is considering several other proposals, including:

- A Newsletter that would go to Chapter and Division liaisons, Committee members, and other interested individuals. Its purpose would be to facilitate the speedy exchange of information, news, program ideas, and so on among the recipients. One suggestion on this would have it published in the months between this column.
- A systematic attempt to contact network and on-line system managers in the various federal agencies, and request that we be accorded some sort of advisory or observer status in their planning. The basic idea is to try to participate in the development of these systems, rather than just accepting the results.

Recent Publications of Interest

The June 1979 issue of the *Bulletin of the American Society for Information Science*, v. 5 (no. 5), is a special issue devoted to "Networking—North America." The twelve articles give an excellent and up-to-date overview of the subject.

Also, you may be interested in a new book on networking: *The Structure and Governance of Library Networks*, edited by Allen Kent and Thomas J. Galvin (New York, Marcel Dekker, 1979). This is the proceedings of the 1978 Conference with the same title, held in Pittsburgh, and cosponsored by NCLIS and the University of Pittsburgh. The Committee Chairman has undertaken a review of this book, hopefully to be ready for next month's issue of *Special Libraries*.

Jim Dodd's closing remarks in the April column state our case so well that they deserve to be repeated:

Networking is a communications job. Furthermore, a good library is a communications medium and should be considered as such right along with TV, radio, newspapers, and so on. Our job is to get the right information to the right people at the right time—even if they do not know they need it. Networking is just a new word for what we have been trying to do all along, using the electronic and other modern technologies of today to do it.

James K. Webster
Chairman
SLA Networking Committee

Errata

Owing to a typographical error, William B. Saunders's item on the President's Committee on Employment of the Handicapped [SL 70 (no. 9): 447-448 (Sep 1979)] cites an incorrect publication date for Dr. Kieth Wright's book *Library and Information Services to the Handicapped*. The correct date is 1979.

Please note the following corrections to S. Weil's article "Survey on the Use and Cost of Scientific Journals in the Soreq Library" [SL 70 (no. 4): 182-189 (Apr 1979)]:

- p. 186, column 2, second paragraph, should read "the Soreq library" instead of "those libraries."
- p. 187, Table 5: J. Appl. Phys. should be Rank 6; Appl. Optics should be Rank 9.
- p. 188, Table 6: Chem. Phys. Lett. should be omitted from the table.

HAVE YOU HEARD?

New Health Care Journal

Home Health Care Services Quarterly first appeared in Spring 1979. Under the editorship of Marie Callender, Executive Director of the Connecticut Health Plan, Inc., the journal focuses on issues related to home health care management, research, and services. Subscriptions are: \$19.00 introductory rate for individuals; \$42.00 for libraries; all others, \$38.00. Canadian orders, add \$5.00; other foreign orders, add \$10.00. Available from The Haworth Press, Inc., 149 Fifth Ave., New York, N.Y. 10010.

CLR/NLM Management Internships

The Council of Library Resources, Inc. and the National Library of Medicine will offer three full-year internships in health sciences library management for 1980/81. Each intern will receive \$25,000, in addition to paid travel, moving, and other related expenses. For application information, send a stamped, self-addressed business envelope to Health Sciences Library Management Intern Program; Council on Library Resources, Inc.; One Dupont Circle; Suite 620; Wash., D.C. 20036. Completed applications must be postmarked no later than Mar 15, 1980.

DDC Name Change

The Defense Documentation Center has changed its name to the Defense Technical Information Center. The name change reflects the Center's desire to expand its role in providing services to the Defense Research & Development community.

Computer Publications Index

Computer Business, a monthly publication of Round Table Associates, provides an index to current articles in computer and communications publications. Approximately 130 new articles are listed in every issue. Each listing includes a brief description of the article's contents, date and place of publication, and page reference. A Reader's Key indicates the article's length, orientation, and readability. Yearly subscription rates are \$48.00 in North America and \$60.00 elsewhere. Available from Round Table Associates, P.O. Box 45923, Los Angeles, Calif. 90045.

NELINET Moves

The New England Library Network has moved its offices to 385 Elliot Street, Newton, Mass. 02164.

Radcliffe Research Program

Radcliffe College is offering a new research program designed to encourage scholarship on the history of women in American society. Funding for the Radcliffe Research Scholars Program is provided by a grant from the Andrew W. Mellon Foundation. Participants in the program will have full access to the Arthur and Elizabeth Schlesinger Library on the History of Women in America, as well as to the Radcliffe Data Resource and Research Center. Inquiries should be addressed to: Radcliffe Research Scholars Program, Radcliffe Data Resource and Research Center, 77 Brattle Street, Cambridge, Mass. 02138.

Elsevier Acquires CIS

Congressional Information Service, Inc., a leading producer of information access and retrieval systems, has been acquired as a subsidiary of American Elsevier Publishers, Inc., New York, the holding company for Elsevier operations in North America. Elsevier is the Netherlands' largest general trade book publisher and is a leading publisher of scientific journals and books.

Summer Library Course

The University of North Carolina at Chapel Hill School of Library Science will offer the required 12-semester hour core course over a period of two summers, 1980-81. Six semester hours will be offered during a six-week session each summer. Interested students contact: Fred W. Roper, Assistant Dean, School of Library Science, Manning Hall 026-A, University of North Carolina at Chapel Hill, Chapel Hill, N.C. 27514 (919/933-8366).

Contributors Wanted for New Library Journal

The Haworth Press, Inc. is currently seeking contributors for its upcoming quarterly journal, *Resource Sharing & Library Networks*. The journal is scheduled to appear Fall 1980 and will explore the full range of issues involved in library cooperation and network operations. The brochure "Instructions for Authors" is available to those interested in making submissions. Write: Ward Shaw, editor, *Resource Sharing & Library Networks*, and director, Colorado Alliance of Research Libraries, c/o Denver Public Library, 3840 York, Denver, Colo. 80205. Subscriptions to the journal are \$25.00 a year from The Haworth Press, Inc., 149 Fifth Avenue, New York, N.Y. 10010. Canadian orders, add \$5.00; other foreign orders, add \$10.00.

Energy Films

The U.S. Department of Energy has produced a series of information films on energy—its production, uses, and conservation—for use by schools, colleges, libraries, and industries. They describe the new technologies that are being developed to use coal and electric power more efficiently and to harness the energy from the sun. These films can be purchased from the National Audiovisual Center in Washington, D.C., or obtained on loan by contacting: Energy Film Library, DOE Technical Information Center, P.O. Box 62, Oak Ridge, Tenn. 37830 (615/483-8611, Ext. 34161).

Continuing Education Fund

The Irving Lieberman Faculty Continuing Education Fund has been established to honor Dr. Irving Lieberman, who recently retired as Director of the University of Washington School of Librarianship. Those who wish to contribute should make their checks payable to the University of Washington and mail them to: The University of Washington School of Librarianship, 133 Suzzallo Library FM-30, Seattle, Wash. 98195.

Canadian Telephone Directories on Microfiche

Bell & Howell has expanded its microfiche collection of telephone directories to include Ontario and Quebec. Both White Pages and Yellow Pages are available on PHONEFICHE through a yearly subscription. The Canadian directories are offered for sale only within the United States. For ordering information write to: PHONEFICHE, Customer Service Department, Bell & Howell, Micro Photo Division, Old Mansfield Road, Wooster, Ohio 44691.

Data Bases Directory

A new edition of the *Directory of On-Line Information Resources* has been published by CSG Press. The 4th edition contains descriptions of over 200 data bases, including 50 not listed in earlier editions. Copies are \$10.00 each (\$8.00 if payment accompanies the order), or on a two-year basis for \$30.00. Add \$2.00 postage fee for overseas orders. Available from: CSG Press, Suite 250-1, 6110 Executive Blvd., Rockville, Md. 20852.

Boycott Planned for ALA Conference

The Task Force on Women of the American Library Association, Social Responsibilities Roundtable has announced that it will hold no meetings at the 1980 Midwinter Conference in Chicago. This action is in protest against ALA's decision to meet in Illinois, a non-ERA ratified state. The ALA resolved in 1977 not to schedule conferences in states which had not ratified the amendment; yet this year, a mail ballot of the membership allowed the 1980 conference to take place in Chicago. The Task Force urges its members to boycott the proceedings, with the exception of ALA Council members whose presence is needed to represent the views of their feminist constituency at the conference.

Revision of ANSI Standard for Library Materials Price Indexes

The American National Standard Committee Z39 Subcommittee I: *Price Indexes for Library Materials* has been formed to revise existing standard Z39.20 adopted in 1974. The members of the subcommittee are: Jeffrey Gardner, Association of Research Libraries; Robert C. Sullivan, Library of Congress; and Sally Williams, Harvard College Library. The subcommittee is now seeking suggestions from the library community. Indexes based upon the current ANSI standards are formulated by the ALA Library Materials Price Index Committee, a committee of the Resources Section, RTSD, and are published annually in the *Bowker Annual of Library and Book Trade Information*. If you have used price indexes in the past, with less than satisfactory results, now is the time to make recommendations for improvements. Send your comments to: Fred C. Lynden, chairman, ANSI Subcommittee I, Rockefeller Library, Brown University, Providence R.I. 02912.

Interlibrary Loan Code Revision: A Progress Report

The purpose of interlibrary loan (ILL) has been the cause of contention among librarians since its beginning. As early as 1916, when the American Library Association (ALA) first asked a committee to draw up a set of rules for the use of libraries participating in interlibrary loan, a major rift developed. The draft of the first code was printed with a two-part statement of purpose: a) to aid research by loan of unusual books not readily available or accessible elsewhere, and b) to help augment the supply of the average book to the average reader . . . , because that first committee itself could not agree on a single statement.

The same concerns are still with us. In summer 1978 the Reference and Adult Services Division (RASD) Interlibrary Loan Committee of ALA appointed a subcommittee to revise the national loan code, which had been in effect since 1968. Many changes had occurred in the intervening decade, both educational and technological, which necessitated a new look at the canons of interlibrary loan. The following draft of the revised code was published at the ALA Annual Conference in June 1979; the subcommittee is continuing work with a view to final adoption of the code in 1980.

Three points in particular are noteworthy in the new code. First, there has been an increase in the emphasis placed on local, as opposed to national, interlibrary loan activity. The national code is not, and has never been, intended to dictate policy regarding loans within local areas, networks, consortia, or among libraries having private agree-

ments. The national code is intended strictly as a guide for transactions at the ultimate level, when all else has failed. Libraries that have formal or informal agreements can and should have less restrictive methods of operation.

The second important change in the new code will prove workable only if all libraries using it take the responsibility for exhausting local resources seriously. The new code replaces category and status of borrower with genuine research need as a criterion for borrowing. A potential lending library may, of course, refuse to lend any material which its own circulation policy places off-limits, but we have attempted to eliminate rejection of loans simply because "the code says so."

This leads to the third major change in the new code, that is, the partial elimination of the list of materials that should not be requested on loan. The new code does contain a list of materials that normally do not circulate, but the list is based on condition and rarity of material. The prohibition on in-print books, for example, has been removed completely.

The entire thrust of the new code is toward thorough use of local resources, and meticulous screening of requests before jumping up to the national level. If it is put into effect in a spirit of courtesy and cooperation, it should make national-level interlibrary loan less stressful for everyone involved.

The interlibrary loan subcommittee will be meeting at the ALA Midwinter Confer-

ence in January 1980 to review responses to the draft so far. Please address comments or questions to any member of the subcommittee: Marilyn Boria, General Information Services Division, Chicago Public Library, 425 North Michigan Ave., Chicago, Ill. 60611 (Chair); Virginia Boucher, ILL, University Libraries, University of Colorado, Boulder, Colo. 80309; Jeanne Henning Larsen, 15226 N.E. 13th Place, #2503, Bellevue, Wash. 98007; Rebecca Kroll, ILL, SUNY/Buffalo, Buffalo, N.Y. 14260; Jay

Lucker, Director, MIT Libraries, Cambridge, Mass. 02139; Jack McDonald, Jr., Loan Division, Library of Congress, Washington, D.C. 20540. Additional copies of the draft are available from ALA. Please send a stamped, self-addressed business-sized envelope to A. Hansen, RASD Executive Secretary, ALA, 50 E. Huron St., Chicago, Ill. 60611.

Rebecca Kroll
Chair, RASD ILL Committee

National Interlibrary Loan Code Draft—May 1979

Introduction

Interlibrary loan is essential to the vitality of libraries of all types and sizes and is a means by which a wide range of material can be made available to users. This code is designed primarily to regulate lending relations between research libraries and between libraries operating outside networks or consortia. It is recognized that through specific agreements, libraries organized geographically, by mutual subject interest, or other bases will have developed codes of their own. It is not the intent of this code to prescribe the nature of interlibrary lending under such arrangements. (See "Model Interlibrary Loan Code for Regional, State, Local, or Other Special Groups of Libraries.")*

The effectiveness of a national system of interlibrary lending is directly related to the equitable distribution of costs among all the libraries involved. Interlibrary loan is an adjunct to, not a substitute for, collection development in individual libraries. Requests to national and research libraries or requests beyond networks and consortia should only be made after local, state, and regional sources have been exhausted. It is understood that every library must maintain an appropriate balance between resource sharing and responsibility to its primary clientele.

This national code contains general guidelines for the borrowing and lending of library material. Details of procedures to be used in implementing the code will be found in the *Interlibrary Loan Procedure Manual* published by the American Library Association.† All libraries participating in interlibrary loan should have copies of this publication and should follow these recommendations. The manual also provides information on international interlibrary loan.

*"Model Interlibrary Loan Code for Regional, State, Local, or Other Special Groups of Libraries" is available from the Reference and Adult Services Division, American Library Association, 50 E. Huron St., Chicago, Ill. 60611.

†Thomson, Sarah Katharine. *Interlibrary Loan Procedure Manual*. Chicago: American Library Assn., 1970. This manual is under revision at the present time.

The Reference and Adult Services Division, acting for the American Library Association in its adoption of this code, recognizes that the exchange of material between libraries is an important element in the provision of library service and believes it to be in the public interest to encourage such an exchange. Therefore, restrictions on interlibrary loan should be as few as possible, with the recognition that interlibrary loan is not a right but a privilege.

I. Definition

An interlibrary loan is a transaction in which library material, or copies of the material, are made available by one library to another upon request.

II. Purpose

The purpose of interlibrary loan as defined in this code is to obtain, for research and serious study, library material not available through local, state, or regional libraries.

III. Scope

A. A loan or a copy of any material may be requested from another library in accordance with the published lending policy of that library. The lending library will decide in each case whether a particular item can be provided.

B. Most libraries will not ordinarily lend the following types of materials:

1. Rare or valuable material, including manuscripts;
2. Bulky or fragile items that are difficult or expensive to ship;
3. Material in high demand at the lending library;
4. Material with local circulation restrictions;
5. Unique material that would be difficult or impossible to replace.

IV. Responsibilities of Borrowing Libraries

A. Each library should provide the resources to meet the study, instructional, informational, and normal research needs of its primary clientele. This can be accomplished through its own collection or through local, state, or regional cooperative resource-sharing agreements. Material requested from another library under this code

should generally be limited to those items that do not conform to the library's collection development policy and for which there is no recurring demand.

B. The interlibrary loan staff of each library should be familiar with, and use, relevant interlibrary loan documents and aids. These include this code, the *Interlibrary Loan Procedure Manual*, lending policies of the major research libraries, and standard bibliographic tools and services.

C. Each library should inform its users of the purpose of interlibrary loan and of the library's interlibrary borrowing policy.

D. The borrowing library is responsible for compliance with the copyright law (Title 17, U.S. Code) and its accompanying guidelines, and should inform its users of the applicable portions of the law. An indication of compliance must be provided with all copy requests.

E. Requested material must be described completely and accurately following accepted bibliographic practice as outlined in the current *Interlibrary Loan Procedure Manual*. If the item cannot be verified, the statement "cannot verify" should be included along with complete information as to the original source of the citation.

F. The borrowing library should carefully screen all requests for loans and reject any that do not conform to this code.

G. Standard bibliographic tools, such as union catalogs, computerized data bases, and other listing services, should be used in determining the location of material. Care should be taken to avoid concentrating the burden of requests on a few libraries.

H. The status of the individual for whom the material is being requested should be included in the request, if required by the lending library.

I. Standard interlibrary loan formats should be used for all requests, regardless of the means of transmission.

J. The safety of borrowed material is the responsibility of the borrowing library from the time the material leaves the lending library until it is received by the lending library. The borrowing library is responsible for packaging the material so as to ensure its return in good condition. If damage or loss occurs, the borrowing library must meet all costs of repair or replacement, in accordance with the preference of the lending library.

K. The borrowing library and its users must comply with the conditions of loan established by the lending library. Unless specifically forbidden by the lending library, copying by the borrowing library is permitted provided that it is in accordance with the copyright law and no damage to the original material will result.

L. The borrowing library should encourage library users to travel to other libraries for on-site access to material when extensive use of a collec-

tion is required or the nature of the material requires special handling. The borrowing library should assist the user in making the necessary arrangements.

V. Responsibilities of Lending Libraries

A. The decision to loan material is at the discretion of the lending library. Libraries are encouraged, however, to interpret as generously as possible their own lending policy with due consideration to the interests of their primary clientele.

B. A statement of interlibrary loan policy and charges should be made available upon request.

C. The lending library should process requests promptly. Conditions of loan should be stated clearly and material should be packaged carefully. The lending library should notify the borrowing library when unable to fill a request, stating the reason for not filling the request.

D. A lending library is responsible for informing any borrowing library of its apparent failure to follow the provisions of this code.

VI. Expenses

A. The borrowing library assumes responsibility for all costs charged by the lending library, including transportation, insurance, copying, and any service charges. The borrowing library should try to anticipate charges and authorize them on the original request.

B. It is recommended that nominal costs, such as postage, be absorbed by the lending library.

C. If the charges are more than nominal and not authorized by the borrowing library, the lending library should inform the requesting library and ask for authorization to proceed.

VII. Duration of Loan

A. The duration of loan, unless otherwise specified by the lending library, is the period of time the item may remain with the borrowing library disregarding the time spent in transit.

B. Interlibrary loan material should be returned promptly.

C. The borrowing library should ask for renewals only in unusual circumstances. The renewal request should be sent in time to reach the lending library no later than the date due. If the lending library does not respond, it will be assumed that renewal, for the same period as the original loan, is granted.

D. All material on loan is subject to immediate recall, and the borrowing library should comply promptly.

VIII. Violation of Code

Continued disregard of any provision of this code is sufficient reason for suspension of borrowing privileges.

Pubs

(79-083) **Manual of General Searching Procedures.** Ithaca, N.Y., Cornell University Libraries, 1979. 90p. \$5.00, prepaid.

Explains and illustrates preorder and precataloging searching procedures. Available from: Budget and Accounting Office, Cornell University Libraries, 234 Olin Library, Ithaca, NY 14853.

(79-084) **The London Classification of Business Studies.** 2d ed. Vernon, K.D.C., and Valerie Lang; rev. by K.G.B. Bakewell and David A. Cotton. London, Aslib, 1979. 253p. £17.50 (£15.00 Aslib members); North America £23.85 (£20.45 Aslib members). ISBN 0-85142-124-5.

A faceted classification scheme for business literature

(79-085) **Where to Find Business Information.** Brownstone, David M., and Gorton Carruth. New York, Wiley, 1979. 616p. \$34.95. LC 79-15799; ISBN 0-471-03919-5.

Annotated list of 5,100+ sources (reference books, periodicals, services) arranged alphabetically, and supplemented by a publisher index and a "source finder" or subject index.

(79-086) **Sources of Aid and Information for U.S. Exporters.** Washington, D.C., Washington Researchers, 1979. 250p. \$30.00. LC 79-89013.

Directory of organizations—in both public and private sectors—providing free or inexpensive help and information to exporters, arranged by type of service provided. Publications are listed in a 60-page bibliography.

(79-087) **Automated Office Solutions.** Looseleaf service, monthly updates. \$290/year for initial subscription, \$230/year for renewals: price includes telephone consulting service.

Compilation of articles and reports on automation of the office. Areas covered include: state-of-the-art; future trends; equipment selection; financial/legal management; personnel management; facilities, operations, and systems management; consultants and suppliers. Published by Datapro Research Corp., 1805 Underwood Blvd., Delran, N.J. 08075; 609/764-0100.

(79-088) **Referral Centers and Services: A Review.** Finer, Ruth. London, Aslib, 1979. 59p. £5.00 (£4.00 Aslib members); North America \$15 (\$12.00 Aslib members). ISBN 0-85142-120-2.

An international survey of referral centers and networks (organizations which do not provide information itself, but direct inquirers to sources of specialized information), with emphasis on sci-tech information rather than community information services.

(79-089) **Guidelines for Collection Development.** ALA/RTSD Collection Development Committee, David L. Perkins, ed. Chicago, American Library Assn., 1979. 78p. \$5.00. LC 79-16971; ISBN 0-8389-3231-2.

Four sets of guidelines: for formulation of collection development policies, for evaluation of the effectiveness of library collections, for allocations of materials budgets, for review of library collections. Intended to be applicable to all types of libraries.

(79-090) **American Publishers Directory.** 1st ed. New York, K.G. Saur, 1978. 390p. \$19.50. ISBN 0-89664-012-4.

Alphabetical listing of 25,000 United States publishers of books, journals, reprints, maps, microeditions, braille books and book clubs

Marie Dooling

SLA Salary Survey 1979

THE 1979 SALARY SURVEY is the sixth salary survey of SLA members to be conducted by the Special Libraries Association. Previous surveys have been published in *Special Libraries* (1-5). The objectives of the surveys are:

- To obtain systematic accurate information about the salaries of special librarians and information personnel;
- To establish a data bank from which inquiries about salaries can be answered for members of the Special Libraries Association, for persons engaged in personnel and recruitment activities, and for persons planning special library careers;
- To enable SLA members to assess their own salaries in view of the numerous variables.

The Association's salary surveys have been undertaken on a triennial schedule since 1967. The 1979 survey is the fifth triennial survey. The first salary survey was conducted in 1959; however, no surveys were taken during the years 1960-1966.

In recent years it has become apparent that annual updates to the triennial salary surveys would be necessary to keep pace with rapidly changing economic conditions. In 1977 and 1978 the first two annual updates were made. The updates sample 25% of the membership using a shortened survey instrument. Annual updates will continue to be taken in the years between each triennial survey.

Respondents who reported that they were unemployed on Apr 1, 1979, or who reported only part-time employment were not included in calculations of either means or medians. The reported salary means and medians

represent respondents employed on a full-time basis and those whose academic year basis could be converted to a calendar year equivalent (by computer conversion).

Salaries reported in the tables of this report have been rounded after computer tabulation to the nearest one hundred dollars (\$1-49 rounded to the nearest lower one hundred dollars; \$50-99 rounded to the nearest higher one hundred dollars). This maintains consistency with the published reports of previous triennial salary surveys for purposes of comparison of 1979 data with the data from the earlier surveys.

In the published reports of the 1976 triennial survey, salaries were presented in terms of percentiles instead of the arbitrary \$1,000 ranges of previous survey reports. This format has been retained for the 1979 survey report. The desirability of a presentation in terms of percentiles has frequently been recommended to the Association by salary administrators and by the administrators of personnel departments. Data are reported for the 25th, 50th, and 75th percentiles where the 50th percentile is the median. Instead of reporting the lowest and highest salaries, the average of the lowest 10% and the average of the highest 10% are reported. This method prevents possible identification of individuals at the low and high extremes.

The Manager of the Association's Information Services Department answers inquiries about the salary survey. Based on an analysis of those questions, additional comparisons were added to the 1979 salary survey. One of the major new features is a comparison of salaries by types of institution within each Standard Metropolitan Statistical Area.

Another addition is the comparison of salaries and primary responsibility with type of institution. These tables should provide more specific and more relevant information.

Survey Questionnaires

Salary survey questionnaires were mailed on Apr 9, 1979, to 9,442 Members, Members (Paid-for-Life), and Associate Members. Questionnaires were not mailed to Student, Retired, Sustaining, or Honorary Members. Recipients were requested to report their annual salary as of Apr 1, 1979, and to return their completed questionnaire in the enclosed postage-paid envelope on or before May 11, 1979. To insure complete anonymity, the questionnaires were returned to a special post office box address.

Returns from 5,404 members were received before the deadline—a response rate of 57%. This is a lower response rate than from previous triennial salary surveys. The usable response rate was 53%. Of the questionnaires returned, 407 could not be used in the tabulation and analysis due to invalid or internally inconsistent answers. There were 4,997 valid questionnaires for survey computations in 1979.

To obtain an approximation of the total number of members in any response category (excluding Student, Retired, Honorary, and Sustaining Members), a multiplying factor of 1.89 can be used ($9,442 \text{ questionnaires mailed} \div 4,997 \text{ usable responses} = 1.89$). Readers of this survey report are cautioned, however, that the basic assumption of an anonymous survey—that the respondents are representative

of the nonrespondents—cannot be tested.

Mean and Median Annual Salary in 1979

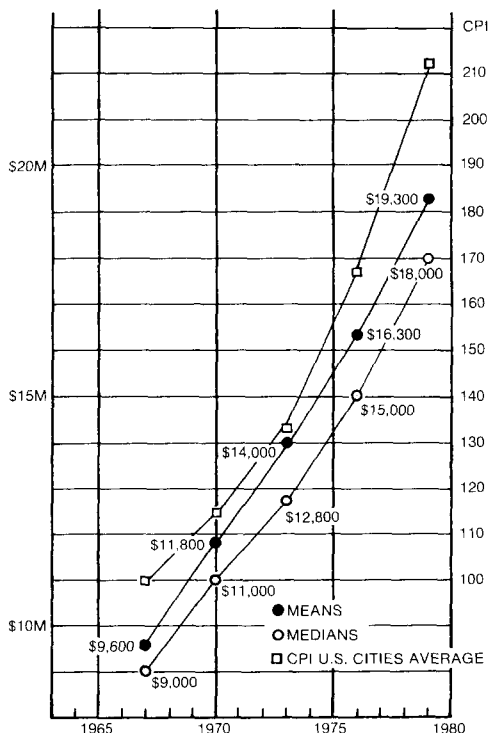
The mean (average) basic annual salary of SLA members on Apr 1, 1979, was \$19,300. This is an 18% increase over the 1976 mean salary of \$16,300 and a 27% increase over the 1973 mean of \$14,000.

The median basic annual salary of SLA members on Apr 1, 1979, was \$18,000, a 20% increase over the 1976 median salary of \$15,000.

The median is an arithmetic average which represents the salary at the center of the distribution. Half the salaries reported are less than the median, and half are greater than the median. When the median salary for any group is less than the mean salary, more

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Figure 1. Annual Salaries: 1967, 1970, 1973, 1976, 1979.



	Questionnaires Mailed	Usable Responses
1967	5,752	3,867 (67%)
1970	5,975	3,594 (60%)
1973	6,108	3,893 (64%)
1976	6,974	4,233 (61%)
1979	9,442	4,997 (53%)

Table 1a. Basic Annual Salaries: 1967, 1970, 1973, 1976 & 1979

Survey	Avg. of Lowest 10%	25th Percentile	50th Percentile (Median)	75th Percentile	Avg. of Highest 10%	No. Respondents	Average (Mean)
1967	*	*	\$ 9,000	*	*	3,867	\$ 9,600
1970	*	*	11,000	*	*	3,594	11,800
1973	*	*	12,800	*	*	3,893	14,000
1976	\$ 9,300	\$12,400	15,000	\$18,800	\$28,500	4,233	16,300
1979	11,100	14,800	18,000	22,400	33,500	4,997	19,300

*Not calculated.

Table 1b. CPI and Mean Salaries

Survey Year	Mean Salaries	CPI* (at Apr. 1)
1967	\$ 9,600	99.1
1970	11,800	115.2
1973	14,000	130.7
1976	16,300	168.3
1979	19,300	211.5
Change 1967-1976	69.8%	69.8%
Change 1967-1979	101.0%	113.4%

*CPI for U.S. cities average.

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respondents are below the average than above. With a few exceptions in this report, the medians are less than the means.

By the definition of the median as just stated, the median is also at the 50th percentile of the respondents. Similarly, one-quarter of the salaries reported are less than the 25th percentile. Three-quarters of the salaries reported are below the 75th percentile; or stated in other words, the 75th percentile shows that one-quarter of the salaries reported are above the 75th percentile.

Table 1a lists the basic annual salary of SLA members for 1967, 1970, 1973, 1976, and 1979. These figures are depicted graphically in Figure 1.

CPI and Mean Salary

The Consumer Price Index (CPI) is a statistical measure of change, over time, in the prices of goods and services in

major expenditure groups—such as food, housing, apparel, transportation, medical care and entertainment—typically purchased by urban consumers. Essentially, it measures the purchasing power of consumer dollars by comparing what a sample "market basket" of goods and services costs today with what the same sample market basket cost at an earlier date.

In the report of the 1976 Salary Survey it was noted that during the period 1967-1976, the percentage increase in the mean salary of SLA members and the CPI was the same. The 1979 survey indicates that the mean salary of SLA members is no longer keeping pace with the CPI. Table 1b shows that while the mean salary has increased 101.0% since 1967, the CPI has increased 113.4% (6).

Changes in Earnings by Sex

The responses of female members comprised 79% (3,959) of the total response to the survey questionnaire (4,997). The ratio of female to male respondents in the 1976 Salary Survey was identical. In every percentile rank, the salaries reported by female members in 1979 were less than the salaries reported by male members. The average of the lowest 10% of the salary differential amounts to less than \$1,000 while the average of the highest 10% amounts to more than \$9,000. These findings are reported in Table 2. Of course, these figures represent only survey totals and do not necessarily account for the vari-

Table 2. Salary Distribution by Sex

	Avg. Lowest 10%	25th Percen- tile	50th Percen- tile (Median)	75th Percen- tile	Avg. Highest 10%	No. Respon- dents	Average (Mean)
Female	\$11,000	\$14,500	\$17,400	\$21,300	\$30,600	3,959	\$18,500
Male	11,800	16,600	21,000	27,200	40,000	987	22,700
No Response	12,200	15,800	19,000	22,000	30,800	51	19,500

ables considered in salary determinations. The figures indicate that, in general, women in special library and information fields are paid on a lower scale than men.

The sections of this report on personnel supervised and years of experience also indicate that the salaries of female SLA members are generally lower than the salaries of male SLA members when the number of persons supervised or the years of experience are equal. (See pages 577-585 of this report).

Perhaps more enlightening than the actual figures on men's and women's salaries is the change in earnings by sex given in Table 3. Although salaries are not equal, the percentage increase for women has been much greater than the percentage increase for men. Furthermore, the gap between the median salaries of female and male members appears to be rapidly closing. In 1976 the median female salary was 81% of the median male salary. In 1979 the ratio of the medians is 92%.

Census Regions

This survey report uses the nine geographical United States Census Regions to define job location. Canada is considered as a tenth region. Figure 2 illustrates the states comprising each census region for the United States. The illustration includes the percentage of respondents from each region. Table 4 lists for each region the salary distributions in rank order of the 1979 medians.

Table 5 includes historical data on corresponding medians for 1967, 1970, 1973, and 1976. These, too, are listed in

Table 3. Change in Earnings by Sex

Sex	Survey	Median	Increase Over 1973 (%)
Females	1973	\$12,500	—
	1976	14,700	18
	1979	17,400	39
Males	1973	16,500	—
	1976	18,100	10
	1979	19,000	15

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rank order based on the 1979 medians for each region. Although Canada moved from third place in 1976 to first place in 1979, the Canadian dollar has weakened during the 36 months between the 1976 and 1979 surveys. On Apr 1, 1976, the Canadian and U.S. dollars were almost exactly equal in value (Can \$1.00 = US \$1.0075). The exchange rate on Apr 2, 1979, was Can \$1.00 = US \$0.8648 (7). (Note: Salaries were reported as of Apr 1, 1979, a Sunday. Therefore, the exchange rate for Apr 2, 1979, the next business day, is given.)

The median salary of the West North Central Region rose from last place in 1976 to eighth place in 1979 while the West South Central Region dropped to the lowest place on the list. The West North Central and the East North Central Regions showed a large percentage increase in median salaries even though both regions ranked low on the list. This rate of increase may not, however, be proportional over the three-year period. For example, salary increases from 1978 to 1979 may not have averaged as high as increases from 1976 to 1977.

Figure 2. Geographic Distributions of Respondents in Census Regions.



Table 4. Salary Distribution by Census Region in Rank Order of 1979 Median Salaries

Census Region	Lowest 10%	25th Percentile	50th Percentile (Median)	75th Percentile	Avg. of Highest 10%	No. Respondents	Average (Mean)
Canada*	12,700	16,500	20,000	24,000	32,600	345	20,800
South Atlantic	11,300	15,200	19,400	25,000	38,500	700	20,900
Middle Atlantic	11,400	15,000	18,400	22,500	33,700	1,176	19,600
Pacific	11,400	15,000	18,000	22,000	31,300	761	19,000
East South Central	10,000	14,300	17,700	22,000	34,200	97	18,800
East North Central	11,200	14,800	17,500	21,800	31,900	825	18,900
New England	10,700	14,000	17,300	21,000	30,500	366	18,200
West North Central	10,400	13,800	16,800	21,300	31,300	261	18,200
Mountain	11,200	13,900	16,300	20,100	30,000	208	17,900
West South Central	10,100	13,400	16,000	20,500	32,700	241	17,800
Overall Survey	11,100	14,800	18,000	22,400	33,500	4,997	19,300

*Salaries in 1979 reported in Canadian dollars. The exchange rate on Apr 2, 1979, was Can\$1.00 = US\$ 0.8648.

Table 5. Historical Data on Median Salaries by Census Region in Rank Order of 1979 Data

Census Region	1967	1970	1973	1976	1979	Increase 1976-1979	
						(\$)	(%)
Canada*	\$ 7,600	\$ 9,300	\$11,500	\$15,800	\$20,000	\$4,200	27
South Atlantic	10,300	12,500	14,500	16,800	19,400	2,600	15
Middle Atlantic	8,900	11,100	13,500	15,500	18,400	2,900	19
Pacific	9,400	11,200	12,500	15,200	18,000	2,800	18
East South Central	9,400	11,700	13,500	14,800	17,700	2,900	20
East North Central	9,000	11,000	12,500	14,400	17,500	3,100	22
New England	8,700	10,800	12,500	14,800	17,300	2,500	17
West North Central	8,200	10,300	11,500	13,600	16,800	3,200	24
Mountain	8,600	10,600	12,500	14,000	16,300	2,300	16
West South Central	8,100	10,000	11,500	13,800	16,000	2,200	16

*Salaries in 1967 and 1979 reported in Canadian dollars. The 1970 questionnaire asked Canadian members to report their salaries in US\$ by multiplying Can\$ by a factor, 1.07. The 1973 and 1976 surveys did not specify a currency correction because the two currencies were essentially equal at the time of these two surveys (i.e., the factor would have been 1.0075). The exchange rate on Apr 2, 1979, was Can\$1.00 = US\$ 0.8648.

Standard Metropolitan Statistical Areas

The U.S. Census Bureau divides each Census Region into Standard Metropolitan Statistical Areas (SMSAs). Table 6 lists the SMSAs with median salary figures for each of the triennial surveys since 1967. The final column reports percentage and dollar increases in the last three years. The St. Louis, Missouri/Illinois SMSA shows the highest percentage increase, that of 47%. The Peoria/Bloomington-Normal/Champaign-Urbana SMSA shows the second highest percentage increase, that of 35%. Although there are large percentage increases in the median salaries of the Canadian cities Ottawa, Montreal, and Victoria-Vancouver, the impact of this improvement is diminished when one considers the diminished value of the Canadian dollar.

Among United States SMSAs, the Washington, D.C. area still has the highest median salary but not the highest percentage increase. Median salaries decreased in two SMSAs, Baltimore and

Atlanta, resulting in a decrease of 2% for the Baltimore SMSA and 3% for the Atlanta Region.

Table 7 lists complete data for each SMSA. The table has been divided into 10 subdivisions corresponding to each SMSA. Each subdivision is identified by a letter. Thus, New England is 7a and Canada, the last listing, is 7j.

Type of Organization

Table 8a shows the salary distribution by type of organization. The types listed are broad categories. These figures reflect in general terms salary trends for members of the Special Libraries Association. Again, as in 1976, federal government employees, as a group, earn the highest salaries. This fact is also reflected in the SMSA figures (Tables 7c and 7j). Washington, D.C., and Ottawa, seats of the national government for the United States and Canada, respectively, are among the highest SMSA salary areas.

Table 8b is a new feature in the report of SLA's Triennial Salary Survey: "Type of Institution in Rank Order of Median

Table 6. Historical Data on Median Salaries for Standard Metropolitan Statistical Areas in Rank Order of 1979 Data

SMSA	1967	1970	1973	1976	1979	Increase 1976-1979	
						(\$)	(%)
Ottawa§	\$ 8,800	\$ 9,800	\$14,500	\$17,500	\$22,500	\$5,000	29
Victoria-Vancouver§	ND*	ND	ND	18,500	22,000	3,500	19
Washington D.C.-Md.-Va.	10,900	14,000	17,500	19,000	21,200	2,200	12
Montreal§	7,000	8,900	10,500	15,900	20,400	4,500	28
Peoria; Bloomington-Normal; Champaign-Urbana†	ND	ND	ND	15,000	20,300	5,300	35
Newark, N.J. (Essex, Morris Union); Jersey City; Patterson-Clifton- Passaic; Middlesex; Somerset	9,200	11,100	14,500	16,000	20,000	4,000	25
St. Louis, Mo.-Ill.	8,600	10,600	12,500	12,900	18,900	6,000	47
Toronto§	7,400	8,900	10,500	14,800	18,700	3,900	26
Detroit; Flint; Kalamazoo; Jackson; Ann Arbor	9,600	11,400	12,500	15,500	18,300	2,800	18
New Haven; Bridgeport; Norwalk; Stamford	ND	10,700	ND	15,000	18,200	3,200	21
San Francisco-Oakland San Jose; Stockton; Vallejo-Napa; Sacramento	9,500	11,300	12,500	15,700	18,200	2,500	16
New York City; Nassau- Suffolk; Westchester- Rockland	8,900	11,200	13,500	15,700	18,100	2,400	15
San Diego	9,700	12,000	12,500	15,000	18,100	3,100	21
Buffalo; Rochester	8,600	11,000	12,500	14,300	18,000	3,700	26
Knoxville-Nashville†	ND	ND	ND	15,000	18,000	3,000	20
Los Angeles-Long Beach; Santa Barbara; Oxnard-Ventura	4,400	11,400	12,500	15,300	18,000	2,700	18
Philadelphia, Pa.-N.J., Trenton; Reading; Lancaster	8,300	10,800	12,500	15,700	18,000	2,300	15
Portland; Salem; Eugene	ND	11,800	ND	14,400	17,900	3,500	24
Cincinnati; Dayton	8,900	11,000	12,500	14,200	17,800	3,600	25
Albany-Schenectady- Troy	ND	11,400	12,500	14,400	17,700	3,300	23
Minneapolis-St. Paul	8,100	10,700	12,500	14,400	17,500	3,100	22
Baltimore, Md.-Wilming- ton, Del.-N.J.-Md.	9,400	11,100	13,500	17,900	17,500	(- 400)	(- 2)
Chicago; Gary- Hammond-East Chicago	8,700	10,600	12,500	14,700	17,500	2,812	19

(continued)

Table 6. (Continued)

SMSA	1967	1970	1973	1976	1979	Increase 1976-1979	
						(\$)	(%)
Pittsburgh; Johnstown; Altoona	7,900	9,900	12,500	14,600	17,400	2,800	19
Syracuse; Utica; Rome	ND	11,300	ND	16,700	17,300	600	4
Durham; Raleigh	ND	11,000	12,500	13,400	17,100	3,700	28
Denver; Colorado Springs; Pueblo	7,800	9,700	11,500	14,000	17,000	3,000	21
Boston; Lowell; Brockton	8,200	10,500	12,500	14,400	16,900	2,500	17
Indianapolis; Lafayette- West Lafayette; Anderson-Muncie	10,000	ND	ND	14,600	16,900	2,300	16
Albuquerque	ND	12,700	ND	13,400	16,800	3,400	25
Milwaukee; Racine	8,800	11,700	10,500	13,500	16,700	3,200	24
Cleveland; Akron; Canton; Youngstown- Warren	8,600	11,100	11,500	13,500	16,600	3,158	23
Houston; Galveston- Texas City; Beaumont-Port Arthur	8,300	10,000	11,500	14,200	16,500	2,300	16
Oklahoma City; Tulsa	ND	ND	9,500	12,500	16,500	4,000	23
Kansas City; St. Joseph	8,300	9,300	10,500	13,100	16,300	3,200	24
Dallas; Ft. Worth; Sherman-Denison	7,400	10,000	11,500	13,500	16,000	2,500	19
Hartford; Springfield- Chicopee-Holyoke	8,800	12,000	14,500	14,700	16,000	1,300	
Huntsville-Birmingham†	ND	ND	ND	13,000	16,000	3,000	23
Seattle-Everett; Tacoma	8,800	9,400	10,500	14,000	16,000	2,000	14
Honolulu-Kailua‡	ND	ND	ND	ND	15,900		
Austin-San Antonio‡	ND	ND	ND	ND	15,900		
Tucson; Phoenix‡	ND	ND	ND	ND	15,800		
Richmond, Va.	ND	10,200	12,500	13,400	15,600	2,200	16
Atlanta	9,100	10,800	12,500	15,600	15,200	(-400)	(-3)

Notes:

*ND signifies no data available for the particular year.

†New SMSA in 1976.

‡New SMSA in 1979.

§Salaries in 1967 and 1979 reported in Canadian dollars. The 1970 questionnaire asked Canadian members to report their salaries in US\$ by multiplying Can\$ by a factor, 1.07. The 1973 and 1976 surveys did not specify a currency correction because the two currencies were essentially equal at the time of these two surveys (i.e., the factor would have been 1.0075). The exchange rate on Apr 2, 1979, was Can\$1.00 = US\$ 0.8648.

Table 7. Salary Distribution by Census Region



7a. New England

SMSA/Census Region	Avg. Lowest 10%	25th Percentile	50th Percentile (Median)	75th Percentile	Avg. Highest 10%	No. Respondents	Average (Mean)
Boston-Lowell-Brockton	10,800	14,000	16,900	20,500	30,800	201	18,000
Hartford-Springfield-Chicopee	10,500	13,900	16,000	21,500	30,000	44	18,000
New Haven-Bridgeport-Norwalk	11,000	17,200	18,200	22,900	31,100	34	19,700
No SMSA	10,400	13,900	17,300	21,000	29,900	87	18,100
New England—Total	10,700	14,000	17,300	21,000	30,500	366	18,200



7b. Middle Atlantic

SMSA/Census Region	Avg. Lowest 10%	25th Percentile	50th Percentile (Median)	75th Percentile	Avg. Highest 10%	No. Respondents	Average (Mean)
NYC-L.I.-Westchester-Rockland	11,400	14,500	18,100	22,200	33,900	611	19,500
Newark-Jersey City	12,300	17,000	20,000	25,000	37,100	132	19,400
Phila.-Trenton	11,300	15,000	18,000	21,800	30,100	176	18,900
Albany-Schenectady-Troy	11,200	15,000	17,700	24,400	32,800	29	19,800
Syracuse-Utica-Rome	12,300	14,000	17,300	20,800	31,600	25	18,800
Buffalo-Rochester	11,900	15,000	18,000	23,000	33,900	66	19,900
Pittsburgh-Johnstown-Altoona	10,400	13,800	17,400	22,000	33,900	72	19,000
No SMSA	11,400	15,100	18,800	22,800	31,300	65	19,500
Middle Atlantic—Total	11,400	15,000	18,400	22,500	33,700	1,176	19,600

7c. South Atlantic

SMSA/Census Region	Avg. Lowest 10%	25th Percentile	50th Percentile (Median)	75th Percentile	Avg. Highest 10%	No. Respondents	Average (Mean)
Baltimore-Wilmington	11,900	15,000	17,500	22,500	33,500	76	19,400
Washington, D.C.-Md.-Va.	12,300	16,700	21,200	28,400	41,200	385	23,300
Richmond, Va.	10,200	13,000	15,600	19,500	30,600	19	17,100
Durham, Raleigh	12,200	14,400	17,100	20,500	29,600	60	18,400
Atlanta	10,300	12,800	15,200	19,800	31,800	52	17,200
No SMSA	10,200	12,800	16,500	21,000	31,700	108	17,800
South Atlantic—Total	11,300	15,200	19,400	25,000	38,500	700	21,000

7d. East South Central


SMSA/Census Region	Avg. Lowest 10%	25th Percentile	50th Percentile (Median)	75th Percentile	Avg. Highest 10%	No. Respondents	Average (Mean)
Knoxville-Nashville	10,600	14,300	18,000	21,800	34,000	42	19,100
Huntsville-Birmingham	10,900	11,000	16,000	26,000	33,900	10	19,800
No SMSA	9,400	14,400	16,700	21,800	33,100	45	18,400
East South Central—Total	10,000	14,300	17,700	22,000	34,200	97	18,800

7e. East North Central



SMSA/Census Region	Avg. Lowest 10%	25th Percentile	50th Percentile (Median)	75th Percentile	Avg. Highest 10%	No. Respondents	Average (Mean)
Chicago-Gary-Hammond	11,400	14,800	17,500	21,600	30,800	274	18,600
Cincinnati-Dayton	11,500	15,400	17,800	22,900	33,900	102	19,500
Cleveland-Akron-Canton	11,000	14,400	16,600	20,100	31,500	75	18,200
Detroit-Flint-Kalamazoo	11,600	15,300	18,300	22,500	34,200	160	19,700
Milwaukee-Racine	10,300	13,700	16,700	18,600	28,700	41	17,400
Indianapolis-Muncie	10,400	14,200	16,900	21,300	32,200	60	18,500
Peoria-Bloomington	11,800	15,300	20,300	23,000	27,000	26	19,600
No SMSA	11,500	14,500	17,400	22,300	30,900	87	18,900
East North Central—Total	11,200	14,800	17,500	21,800	31,900	825	18,900

7f. West North Central



SMSA/Census Region	Avg. Lowest 10%	25th Percentile	50th Percentile (Median)	75th Percentile	Avg. Highest 10%	No. Respondents	Average (Mean)
Kansas City-St. Joseph	10,600	13,800	16,300	21,000	24,900	42	17,100
Minneapolis-St. Paul	10,600	14,600	17,500	21,000	31,400	101	18,500
St. Louis	10,200	13,800	18,900	24,600	36,400	49	19,800
No SMSA	10,400	12,500	15,500	21,300	29,400	69	17,200
West North Central—Total	10,400	13,800	16,800	21,300	31,300	261	18,200

7g. West South Central



SMSA/Census Region	Avg. Lowest 10%	25th Percentile	50th Percentile (Median)	75th Percentile	Avg. Highest 10%	No. Respondents	Average (Mean)
Oklahoma City-Tulsa	9,000	14,200	16,500	18,100	28,600	23	17,200
New Orleans	10,600	11,800	13,500	17,200	30,000	9	16,400
Houston-Galveston	10,100	13,200	16,500	22,700	35,200	100	18,600
Dallas-Ft. Worth	10,800	14,000	16,000	20,000	27,900	39	17,300
Austin-San Antonio	10,000	13,400	15,900	20,200	33,300	33	18,000
No SMSA	10,100	12,200	15,000	18,000	32,300	37	16,800
West South Central—Total	10,100	13,400	16,000	20,500	32,700	241	17,900

7h. Mountain



SMSA/Census Region	Avg. Lowest 10%	25th Percentile	50th Percentile (Median)	75th Percentile	Avg. Highest 10%	No. Respondents	Average (Mean)
Albuquerque	9,900	13,700	16,800	20,000	28,300	20	18,100
Denver-Colorado Springs	11,700	14,500	17,000	20,800	30,300	113	18,400
Tucson-Phoenix	10,900	13,200	15,800	19,500	28,500	30	17,200
No SMSA	11,600	13,100	14,700	19,400	30,300	45	17,000
Mountain—Total	11,200	13,900	16,300	20,100	30,000	208	17,900

7i. Pacific



SMSA/Census Region	Avg. Lowest 10%	25th Percentile	50th Percentile (Median)	75th Percentile	Avg. Highest 10%	No. Respondents	Average (Mean)
Seattle-Tacoma	11,600	13,500	16,000	18,200	28,800	93	17,000
Portland-Salem-Eugene	8,700	13,200	17,900	20,000	32,900	39	18,200
S.F.-Oak-San Jose	12,200	15,300	18,200	23,000	30,200	316	19,400
L.A.-Santa Barbara	11,600	15,000	18,000	22,000	33,500	225	19,400
San Diego	12,800	15,400	18,100	21,100	30,100	31	19,200
Honolulu-Kailua	8,100	13,600	15,900	21,400	25,700	23	17,200
No SMSA	10,700	15,700	19,200	22,900	33,000	34	19,800
Pacific—Total	11,400	15,000	18,000	22,000	31,300	761	19,000

7j. Canada*

SMSA / Census Region	Avg. Lowest 10%	25th Percentile	50th Percentile (Median)	75th Percentile	Avg. Highest 10%	No. Respondents	Average (Mean)
Montreal	12,700	16,500	20,400	24,500	32,900	93	21,200
Ottawa	14,600	19,400	22,500	25,000	34,400	43	23,300
Toronto	12,000	15,900	18,700	22,000	30,800	140	19,400
Victoria-Vancouver	13,700	19,500	22,000	24,500	33,400	23	22,600
Canada-Other	14,300	17,700	20,000	24,000	34,900	46	21,500
Canada—Total	12,700	16,500	20,000	24,000	32,600	345	20,800

*Salaries reported in Canadian dollars. The exchange rate on Apr 2, 1979, was Can\$ 1.00 = US\$ 0.8648.

Table 8a. Salary Distribution by Type of Institution Ranked in Order of Median Salary

Type of Institution	Avg. Lowest 10%	25th Percentile	50th Percentile (Median)	75th Percentile	Avg. Highest 10%	No. Respondents	Average (Mean)
Federal Government	\$13,700	\$19,300	\$22,500	\$27,700	\$39,200	484	\$23,900
Multiple Responses	10,000	13,600	20,000	24,400	35,100	25	20,100
Not Specified							
Self-Employed	9,000	14,400	20,000	25,400	36,400	115	20,500
Profit Company / Org.	11,100	14,600	17,800	22,000	31,500	2,108	18,800
Public Library	10,900	15,000	17,600	21,500	32,600	252	18,900
No Response	10,700	14,500	17,600	25,000	34,400	34	20,500
Academic-Genl.							
Campus	11,200	14,500	17,500	22,300	34,200	458	19,200
Other Government	11,400	14,600	17,300	21,000	34,200	269	18,900
Academic-Subj.							
Dept.	11,100	14,200	17,200	21,000	33,100	604	18,600
Non-Profit Org. / Inst.	10,900	14,200	17,000	20,500	30,700	648	18,200

Table 8b. Type of Institution in Rank Order of Median Salary by Census Region

Type of Institution	Census Region	Avg. Lowest 10%	25th Percentile	50th Percentile (Median)	75th Percentile	Avg. Highest 10%	No. Respondents	Average (Mean)
Federal Government	1) South Atlantic	\$14,900	\$20,500	\$23,900	\$31,000	\$41,900	232	\$26,000
	2) Canada*	15,300	20,200	22,700	27,000	32,900	43	23,400
	3) East South Central	15,900	19,700	21,800	25,400	41,200	23	24,400
	4) West North Central	11,200	20,000	21,600	24,600	24,600	10	21,100
	5) New England	11,600	17,500	21,200	24,800	31,100	24	21,600
	6) Middle Atlantic	14,200	17,500	20,500	26,200	32,000	32	22,300
	7) East North Central	12,500	17,000	20,500	24,400	32,600	30	21,300
	8) West South Central	12,300	15,900	20,500	25,400	32,400	15	21,200
	9) Pacific	12,200	16,500	20,500	25,000	30,500	36	20,800
	10) Mountain	13,000	15,200	19,300	22,500	28,500	35	19,700
Other Government	1) Canada	\$14,700	\$18,300	\$20,100	\$24,500	\$34,300	29	\$21,900
	2) Pacific	12,100	15,600	18,100	22,900	30,700	53	19,100
	3) Middle Atlantic	11,500	15,000	18,000	28,000	43,600	42	21,400
	4) East North Central	11,400	14,000	16,500	20,000	27,800	42	17,400
	5) New England	10,100	14,000	16,400	19,400	32,300	15	18,300
	6) West South Central	15,600	15,600	16,100	18,000	19,000	4	17,200
	7) South Atlantic	10,600	12,800	16,000	19,800	40,700	34	18,500
	8) West North Central	12,400	14,200	15,600	16,500	25,900	23	16,600
	9) Mountain	11,800	12,700	15,000	17,300	25,000	18	16,000
	10) East South Central	10,600	10,800	14,300	17,700	32,300	9	17,200
Academic Library (General)	1) Canada*	\$14,000	\$17,500	\$21,000	\$27,000	\$33,700	30	\$22,200
	2) Pacific	12,400	15,300	19,000	24,300	37,600	77	20,800
	3) Middle Atlantic	10,800	15,300	18,900	23,000	35,000	84	20,100
	4) New England	11,700	13,500	17,800	21,000	32,000	29	18,600
	5) East North Central	12,200	14,900	17,600	22,300	35,900	75	19,900
	6) East South Central	10,500	15,000	16,200	21,600	23,100	9	17,700
	7) Mountain	11,000	13,900	16,000	19,400	33,400	30	17,700
	8) West South Central	11,100	13,000	15,700	18,900	26,100	33	16,700
	9) South Atlantic	10,100	13,300	15,600	21,000	33,200	46	17,800
	10) West North Central	10,400	13,100	15,400	20,600	27,400	41	16,700
Academic Library (Subject Department)	1) Canada*	\$13,800	\$17,800	\$20,400	\$26,000	\$37,200	43	\$22,300
	2) Mountain	12,200	16,000	18,000	20,500	35,600	23	19,200
	3) Pacific	11,900	14,400	17,700	21,600	32,000	112	18,800
	4) Middle Atlantic	11,600	14,500	17,600	21,000	32,000	121	18,700
	5) New England	10,800	14,600	17,400	20,100	30,900	53	18,100
	6) West North Central	9,500	14,100	16,800	21,500	37,200	24	19,100
	7) East South Central	10,400	14,000	16,700	22,800	30,800	18	19,100
	8) East North Central	10,400	14,000	16,400	20,100	28,200	113	17,400
	9) West South Central	9,100	12,900	15,400	20,500	45,700	27	19,900
	10) South Atlantic	11,500	12,900	15,200	19,200	34,200	70	17,500

Table 8b. (Continued)

Type of Institution	Census Region	Avg. Lowest 10%	25th Percentile	50th Percentile (Median)	75th Percentile	Avg. Highest 10%	No. Respondents	Average (Mean)
Profit Corporation / Organization	1) Middle Atlantic	\$11,800	\$15,000	\$19,000	\$23,000	\$33,600	619	\$20,000
	2) Canada*	12,100	15,500	18,600	22,100	29,600	149	19,200
	3) East North Central	11,400	15,000	18,000	22,900	31,600	346	19,300
	4) Pacific	11,300	14,500	17,300	21,000	29,600	337	18,400
	5) New England	10,600	14,000	17,000	20,500	30,400	185	17,900
	6) East South Central	9,800	12,000	17,000	19,000	22,000	19	16,000
	7) South Atlantic	10,500	14,200	16,900	21,000	31,100	182	18,100
	8) West North Central	10,600	14,000	16,200	21,000	29,800	108	17,800
	9) West South Central	10,300	13,300	16,000	21,000	30,900	120	17,600
	10) Mountain	11,000	13,800	15,900	19,200	26,200	61	17,000
Non-Profit Organization	1) Canada*	\$12,900	\$17,400	\$21,000	\$23,000	\$28,500	27	\$20,300
	2) South Atlantic	11,400	15,000	18,700	22,000	35,500	113	19,700
	3) Pacific	10,700	13,700	17,900	20,600	28,400	72	18,000
	4) Middle Atlantic	10,600	14,000	17,200	20,400	31,500	173	18,200
	5) East North Central	11,300	14,000	16,500	19,400	28,600	136	17,600
	6) New England	11,300	14,000	16,300	18,600	26,600	37	17,200
	7) Mountain	11,500	14,000	16,000	20,000	29,500	25	18,000
	8) West North Central	9,100	12,100	15,500	20,300	29,600	30	16,900
	9) East South Central	10,900	13,500	15,300	18,000	24,000	10	15,900
	10) West South Central	10,100	13,500	15,000	16,500	25,200	24	15,900
Public Library	1) West North Central	\$16,000	\$18,500	\$22,500	\$25,800	\$38,500	20	\$24,400
	2) East North Central	11,300	16,100	18,500	22,400	34,800	54	19,800
	3) Pacific	14,900	16,700	18,400	23,700	33,300	48	20,900
	4) New England	10,000	12,900	17,400	22,000	26,500	13	17,900
	5) Canada*	13,400	15,000	16,800	19,000	30,400	11	18,300
	6) Middle Atlantic	10,300	13,800	16,400	20,000	28,700	67	17,300
	7) Mountain	11,800	15,200	18,000	18,000	34,200	12	17,700
	8) West South Central	9,900	11,200	14,500	18,100	26,800	9	16,800
	9) South Atlantic	11,000	11,200	12,200	15,800	20,200	16	14,100
	10) East South Central†	—	—	—	—	—	2	13,000

*Salaries reported in Canadian dollars. The exchange rate on Apr 2, 1979, was Can\$ 1.00 = US\$ 0.8648.

†Mean salary only reported to avoid possible identification of the two respondents in this category.

Salary by Census Region." The information in Table 8b, presented in rank order of median salaries for each type of library, will assist individuals who wish to compare salaries in various types of organizations in each of the nine U.S. Census Regions and Canada.

Primary Responsibility

Primary responsibility in rank order of median salary, Table 9, shows library school faculty at the top of the list. This represents a 12% increase in the median for library school faculty since 1976. Those listing administrative responsibility rank second in the 1979 survey. The 1976 survey showed the same results.

The largest increase in the median

salary from 1976 to 1979 is for the category "general responsibilities in a one or two-person library." The 21% increase represents a rise to \$16,000 in 1979 from \$13,200 in 1976. Despite the increase, this category ranks next to last in actual dollar amounts in 1979.

Information specialists dropped from fourth in the 1976 list to seventh in the 1979 list. The median salary for information specialist has increased 17%, from \$15,000 in 1976 to \$17,500 in 1979.

The median salaries of SLA members whose primary responsibility is listed as documents or reports, acquisitions and cataloging, or reader services range from \$16,100 to \$16,700. With only a difference of \$600, it would not be prudent based on this data to make a

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Table 9. Salary Distribution by Primary Responsibility in Rank Order of Median Salary

Primary Responsibility	Avg. Lowest 10%	25th Percentile	50th Percentile (Median)	75th Percentile	Avg. Highest 10%	No. Respondents	Average (Mean)
Library School Faculty	18,000	21,600	24,000	29,400	38,300	72	26,000
Administrative Responsibilities Not Employed in Library	14,000	18,600	22,800	27,500	38,500	1,496	23,700
No Response	11,000	16,000	21,000	29,300	37,500	97	22,700
	12,500	15,600	20,500	26,500	41,700	42	22,500
Systems Specialist	12,700	17,000	20,000	23,000	48,400	34	22,200
Editor or Writer	10,000	15,000	19,000	20,500	29,700	31	18,400
Information Specialist	11,600	14,700	17,500	21,000	28,500	306	18,200
Other	10,300	13,600	17,200	22,400	32,400	87	18,600
Bibliographer	11,200	14,000	17,000	21,000	28,500	306	18,200
Multiple Response	10,300	14,000	17,000	20,000	30,100	105	17,800
Documents or Reports	11,400	14,500	16,700	19,300	25,800	43	17,100
Acquisitions/ Cataloging	11,100	13,600	16,300	19,700	22,600	324	17,200
Readers Services/ Reference	11,200	14,000	16,100	19,200	25,900	498	17,000
General Responsibility in a one or two person library	10,500	13,500	16,000	19,000	25,100	1,697	16,500
Abstractor/Indexer	11,100	13,500	15,600	18,200	25,600	52	16,400

real salary distinction among these functions.

This year more detailed information about primary responsibility and type of institution is included. Table 10 is a salary comparison of primary responsibility by type of institution. Not unexpectedly the federal government pays the highest salaries in almost all categories. Those respondents whose primary responsibility is administrative earn the highest salaries. Naturally, all categories do not match with each other. For example, under the library faculty categories, the entries for "Federal Government," "Public Library," "Other Government," and "Not Specified" are not included.

Table 11 tabulates salaries as a function of organizational entity. It indicates that members employed in information centers report higher salaries than those employed in libraries. This was also the case in the 1976 survey.

Supervisory Responsibilities

In many organizations a key determinant of salary level is the number of people supervised. The 1979 survey looked at both the total number of people supervised and the level of supervision (professional, technical, or clerical staff). Technical persons, although not defined in the questionnaire, often refers to paraprofessionals.

Table 10. Salary Distribution by Primary Responsibility with Type of Institution and Salary Ranked in Order of Median Salary

		Avg. Lowest 10%	25th Percen- tile	50th Percen- tile (Median)	75th Percen- tile	Avg. Highest 10%	No. Respon- dents	Average (Mean)
General Responsibility in a one or two person library	Federal Government	\$12,500	\$16,500	\$19,600	\$21,200	\$28,400	88	\$19,500
	Academic-General Campus	8,800	12,400	16,400	18,200	23,200	37	16,100
	Profit Company / Organization	10,500	13,500	16,000	18,900	25,000	996	16,500
	Other Government	11,400	13,400	15,700	18,600	23,200	115	16,300
	Not-for-Profit Organization/ Institution	10,200	13,500	15,500	18,300	22,900	274	15,900
	Not specified, Military, Self-employed	7,800	12,100	15,500	16,900	36,300	15	17,100
	Academic-Subj. Dept.	10,800	12,900	15,300	18,000	25,600	156	16,100
	Public Library	10,000	12,900	13,800	14,300	20,000	10	14,100
Administrative	Federal Government	18,100	23,000	26,200	32,800	42,900	193	28,100
	Academic-General Campus	14,200	18,800	22,900	28,500	40,400	152	24,400
	Profit Company / Organization	14,300	18,700	22,900	27,000	36,400	557	23,400
	Public Library	13,800	18,200	22,000	25,800	36,300	111	22,900
	Other Government	14,900	17,500	21,000	27,200	36,600	75	22,900
	Not-for-Profit Organization/ Institution	12,800	17,600	20,800	25,000	35,300	191	21,800
	Academic-Subj. Dept.	13,300	17,400	20,500	26,000	38,400	191	22,600
	Not specified, Military, Self-employed	10,100	16,000	20,000	21,900	29,400	15	19,500
Acquisitions / Cataloging	Federal Government	12,000	16,500	20,500	23,800	33,400	64	21,000
	Profit Company / Organization	11,300	14,400	16,300	19,500	27,100	74	17,400
	Public Library	10,200	15,000	15,800	16,500	21,700	15	15,800
	Other government	13,900	14,200	15,600	21,600	38,000	8	19,600

Table 10. (continued)

		Avg. Lowest 10%	25th Percen- tile	50th Percen- tile (Median)	75th Percen- tile	Avg. Highest 10%	No. Respon- dents	Average (Mean)
Acquisitions/ Cataloging (contd.)	Academic-Subj. Dept.	11,600	13,000	15,300	17,900	22,100	50	15,700
	Not-for-Profit Organization/ Institution	10,900	12,500	15,000	17,000	20,500	36	15,200
	Academic-General Campus	10,900	12,500	14,700	17,700	22,900	70	15,600
Bibliographer	Federal Government	\$11,600	\$16,500	\$20,500	\$22,000	\$30,000	10	\$20,600
	Profit Company/ Organization	13,700	15,100	18,000	21,400	23,700	29	18,500
	Academic-General Campus	12,500	13,400	16,600	21,000	24,500	26	17,500
	Not-for-Profit Organization/ Institute	10,000	10,500	16,000	17,300	20,200	9	15,400
	Academic-Subj. Dept.	11,500	14,000	15,200	20,700	28,900	14	17,500
	Other Government	9,700	9,700	11,100	12,500	16,500	4	12,500
Information Specialist	Federal Government	12,200	15,900	20,000	26,000	30,800	26	20,900
	Not-for-Profit Organization/ Institution	11,500	13,800	18,500	20,500	28,000	33	18,500
	Profit Company/ Organization	11,500	15,000	17,500	21,000	28,700	183	18,300
	Academic-Subj. Dept.	12,300	14,400	16,100	19,000	23,600	28	17,000
	Academic-General Campus	14,600	15,300	15,600	21,400	24,500	6	17,900
	Other Government Public Library	11,300	14,000	15,200	18,300	23,400	17	16,600
Reader Service/ Reference	Public Library	9,900	12,800	14,700	18,400	19,600	8	15,800
	Federal Government	15,500	19,200	21,200	23,100	28,800	55	21,300
	Other Government	10,700	14,400	18,000	21,000	38,400	22	19,300
	Profit Company/ Organization	12,300	14,300	16,900	20,000	27,200	77	17,800
	Not-for-Profit Organization/ Institution	11,100	14,200	16,000	18,100	21,900	43	16,200
	Public Library	10,800	13,000	16,000	17,300	20,600	87	15,500
Library School Faculty	Academic-General Campus	11,200	13,800	15,500	17,900	23,600	116	16,200
	Academic-Subj. Dept.	11,100	13,500	15,500	17,900	23,600	89	16,000
	Academic-Subj. Dept.	19,400	21,600	23,900	26,900	35,300	27	24,800
	Academic-General Campus	15,000	21,400	22,200	26,000	30,800	6	23,200

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The term is ambiguous and will require a definition in the next survey instrument. Table 12 is presented in four sections: 12a, "Total Number of People Supervised"; 12b, "Total Number of Professionals Supervised"; 12c, "Total Number of Technical People Supervised"; 12d, "Total Number of Clerks Supervised." One-thousand one-hundred fifty-six respondents reported no supervisory responsibility (Table 12a). This figure amounts to 23% of the sample, the same percentage as the 1976 salary survey. The next three categories include 43% of the sample. Thus, 66% of the respondents supervise four or fewer people.

An analysis of the number of people supervised as a function of salary and sex is included in this year's salary survey report. Table 13 presents these findings. The total response rate reported in this table falls slightly below the 4,997 usable responses received in 1979. The reason for this is that 51 respondents did not choose to identify themselves by sex.

The figures speak for themselves. It is interesting to note that the highest salaried category (supervision of more than 20 people) contains almost as many women as men. Another interesting observation is that the median salary for men supervising one person (\$17,400) is slightly less than the median salary for men who do not supervise anyone (\$18,000). This observation reminds us that supervision is

only one variable when considering salary. In every category of this variable, the median salary for women is lower than the median salary for men.

Academic Background and Previous Experience

Table 14 lists salaries with highest degree earned. The table is in two parts: 14a, "Highest Subject Degree," and 14b, "Highest Library Science Degree."

Salary levels and academic degree levels are closely related. The highest salaries are reported by members who have earned the doctorate. It is interesting to note that the median salary for members with doctorates in library science, at \$26,000, is higher than the median salary for those with doctorates in subject fields (Table 14b). The reverse is true on the masters level. The median salary for members with masters degrees in a subject field is \$19,300 (Table 14a), while the median salary for those with masters degrees in library science is \$17,700. It may be possible that those reporting the masters degree in a subject field are really reporting a second masters. A second masters degree may account for the higher salary.

Along with highest subject degree, respondents were asked to indicate their subject fields. Table 15 lists salaries by highest degree in a subject field in rank order of median salaries. Law

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Table 11. Salary Distribution by Organizational Entity

Organizational Entity	Avg. Lowest 10%	25th Percentile	50th Percentile (Median)	75th Percentile	Avg. Highest 10%	No. Respondents	Average (Mean)
Library Information Center	\$11,200	\$14,600	\$17,700	\$21,800	\$32,600	3,715	\$18,900
Other	11,200	15,400	18,700	24,000	33,900	622	20,100
Multiple Responses	10,900	15,000	19,400	24,300	36,500	615	20,700
No Response	10,000	15,500	17,300	22,000	35,500	18	19,600
	10,600	15,400	19,600	25,800	35,200	27	21,300

Table 12a. Salary Distribution by Number of Employees Supervised

Total Employees Supervised	Avg. Lowest 10%	25th Percentile	50th Percentile	75th Percentile	Avg. Highest 10%	No. Respondents	Average (Mean)
0	\$10,100	\$13,200	\$15,700	\$19,500	\$29,700	1,156	\$17,000
1	10,900	13,600	15,900	18,800	25,800	959	16,600
2	11,500	14,800	17,500	21,000	27,900	672	18,100
3	11,700	15,600	18,000	21,700	29,300	524	19,000
4	12,200	16,100	19,000	22,800	29,900	308	19,600
5	12,000	16,500	20,000	23,800	32,000	219	20,500
6	12,800	17,500	20,100	24,700	33,400	176	21,300
7	13,300	18,600	20,000	24,200	32,800	145	21,100
8	12,600	18,000	21,000	26,000	32,300	116	21,800
9	12,500	18,300	22,000	25,000	35,700	85	22,500
10	13,400	18,200	21,500	28,400	37,200	62	23,300
11-15	13,800	18,600	23,500	28,010	37,900	221	24,000
16-20	14,000	21,600	25,400	30,000	37,800	113	25,600
20+	19,300	25,000	30,000	36,000	46,000	241	30,800

Table 12b. Salary Distribution by Number of Professional Employees Supervised

No. Professionals Supervised	Avg. Lowest 10%	25th Percentile	50th Percentile (Median)	75th Percentile	Avg. Highest 10%	No. Respondents	Average (Mean)
0	\$10,600	\$13,700	\$16,100	\$19,500	\$27,500	3,200	\$17,000
1	13,100	16,800	19,500	22,900	30,100	665	20,100
2	13,800	18,000	21,300	25,000	34,100	335	22,100
3	14,500	19,400	22,400	26,200	33,800	216	23,100
4	15,600	21,000	24,800	29,000	37,900	120	25,400
5	17,000	21,000	25,400	29,600	37,300	100	26,100
6	16,100	20,900	25,200	29,000	35,000	55	25,200
7	16,000	23,000	26,500	33,500	40,800	66	27,500
8	19,100	23,000	27,500	30,800	44,400	39	28,400
9	17,400	21,000	25,000	30,000	41,900	24	27,400
10	18,700	20,300	25,000	30,800	43,400	29	27,000
11-15	16,800	25,200	30,000	36,000	47,700	61	31,100
16-20	21,900	27,100	32,000	37,800	48,300	28	33,200
20+	21,500	29,800	33,600	38,000	46,600	59	33,800

Table 12c. Salary Distribution by Number of Technical Employees Supervised

No. Technical Persons Supervised	Avg. Lowest 10%	25th Percentile	50th Percentile (Median)	75th Percentile	Avg. Highest 10%	No. Respondents	Average (Mean)
0	\$10,600	\$14,000	\$16,500	\$20,800	\$31,500	2,777	\$18,000
1	11,700	15,400	18,100	21,800	29,900	1,086	18,900
2	12,400	16,300	19,900	24,000	32,400	485	20,600
3	13,100	16,500	19,800	23,900	33,300	209	20,800
4	14,100	18,400	22,000	26,200	39,500	125	23,400
5	14,800	19,300	24,700	29,900	43,100	74	25,500
6	14,300	19,700	23,500	26,100	40,500	48	24,200
7	13,200	18,400	25,000	30,200	40,200	32	25,400
8	15,800	19,900	25,000	30,000	36,800	25	25,900
9	17,000	20,000	28,500	34,000	45,000	22	27,800
10	18,200	26,000	31,000	36,500	46,200	16	31,400
11-15	16,000	25,000	27,500	31,000	40,900	46	27,800
16-20	22,000	24,000	29,000	33,500	46,800	21	30,800
20+	24,500	30,000	34,800	38,000	43,800	31	34,000

Table 12d. Salary Distribution by Number of Clerical Employees Supervised

No. Clerks Supervised	Avg. Lowest 10%	25th Percentile	50th Percentile (Median)	75th Percentile	Avg. Highest 10%	No. Respondents	Average (Mean)
0	\$10,600	\$14,000	\$17,000	\$20,700	\$30,900	1,977	\$18,100
1	11,200	14,400	17,000	20,900	30,100	1,321	18,200
2	11,700	15,500	18,600	22,200	31,800	601	19,400
3	11,500	16,000	19,700	24,000	34,600	303	20,600
4	12,100	16,700	20,000	24,000	31,200	198	20,600
5	12,500	17,400	22,000	26,500	36,400	117	22,500
6	12,200	16,200	22,100	28,000	39,800	85	22,900
7	12,700	16,000	19,400	25,000	34,000	48	21,200
8	10,900	15,500	22,000	26,900	38,900	59	22,700
9	13,600	17,500	22,300	25,400	31,800	28	22,500
10	15,600	19,500	23,000	29,700	39,100	44	25,100
11-15	12,400	20,100	25,000	30,800	39,700	99	25,700
16-20	14,800	23,000	27,500	34,000	51,300	39	29,700
20+	18,900	24,100	30,400	35,400	45,700	78	30,500

Table 13. Salary Distribution by Total Persons Supervised by Sex

Sex	Total Employees Supervised	Avg. Lowest 10%	25th Percentile	50th Percentile (Median)	75th Percentile	Avg. Highest 10%	No. Respondents	Average (Mean)
Female	0	\$10,000	\$13,000	\$15,200	\$18,500	\$28,500	940	\$16,500
Female	1	10,900	13,500	15,800	18,400	24,600	829	16,300
Female	2	11,400	14,600	17,300	20,600	26,400	550	17,800
Female	3	11,600	15,500	17,900	21,100	28,000	433	18,600
Female	4	12,300	16,000	18,500	22,300	28,100	244	19,200
Female	5	12,100	16,500	19,500	23,100	30,500	169	20,100
Female	6	13,200	17,100	20,000	23,000	29,800	128	20,500
Female	7	13,200	16,200	20,000	23,000	30,700	113	20,200
Female	8	12,400	17,000	20,300	24,500	29,400	90	20,800
Female	9	12,000	17,500	22,000	25,000	31,600	64	21,400
Female	10	12,300	17,700	20,600	23,200	33,500	41	21,500
Female	11-15	13,700	18,400	23,100	27,000	37,100	161	23,400
Female	16-20	13,400	21,000	24,600	28,500	34,500	78	24,500
Female	20+	18,400	23,800	29,000	33,500	42,200	119	29,000
Male	0	10,600	15,000	18,000	21,900	33,300	198	19,100
Male	1	11,100	14,200	17,400	20,800	31,500	121	18,400
Male	2	12,000	15,500	18,700	23,000	33,100	119	19,900
Male	3	12,600	16,300	20,000	25,000	32,400	87	20,900
Male	4	11,800	17,000	20,600	24,000	36,100	64	21,200
Male	5	12,000	16,200	21,200	26,700	36,400	47	22,200
Male	6	11,500	18,500	23,800	28,000	40,400	44	23,800
Male	7	13,200	18,100	23,400	29,000	38,000	31	23,700
Male	8	13,800	20,700	24,700	29,000	37,700	26	25,100
Male	9	16,100	19,400	25,000	28,000	43,500	19	26,600
Male	10	16,400	20,500	24,800	31,000	42,000	18	26,800
Male	11-15	14,600	20,500	24,000	31,300	39,100	58	25,700
Male	16-20	16,200	23,500	27,500	32,500	40,100	35	28,100
Male	20+	20,500	26,300	32,000	37,200	48,600	120	32,700

Table 14a. Salary Distribution by Educational Level: Highest Subject Field Degree

Highest Subject Degree	Avg. Lowest 10%	25th Percentile	50th Percentile (Median)	75th Percentile	Avg. Highest 10%	No. Respondents	Average (Mean)
Doctorate	\$14,600	\$20,000	\$24,100	\$32,000	\$44,600	113	\$26,300
Masters	11,800	16,000	19,300	24,200	36,100	893	20,700
Bachelor	11,000	14,500	17,700	21,800	31,900	3,200	18,900
Associate	9,700	12,800	15,000	21,000	29,100	170	16,700
No Degree	11,000	14,000	16,000	20,400	26,300	170	17,100
No College	9,500	12,000	14,000	17,500	26,500	42	15,200
No Response	11,300	15,000	18,000	22,500	34,300	531	19,500

Table 14b. Salary Distribution by Educational Level: Highest Library Science Degree

Highest Library Science	Avg. Lowest 10%	25th Percentile	50th Percentile (Median)	75th Percentile	Avg. Highest 10%	No. Respondents	Average (Mean)
Doctorate	\$17,500	\$22,200	\$26,000	\$32,200	\$44,500	65	\$28,600
Masters	11,300	14,800	17,700	22,000	32,800	3,813	19,100
Bachelor	11,400	16,600	20,800	24,500	33,400	272	21,100
Associate	9,000	11,800	13,700	17,200	30,600	46	15,800
No Degree	10,100	14,000	17,700	21,100	33,300	261	18,500
No College	9,000	13,000	15,400	20,500	31,500	62	17,400
No Response	10,900	15,000	18,500	23,600	35,100	478	20,000

.07

3878
17%

641
165

3883
272
46
261
62
478

4997 total
3813
1184

Table 15. Salary Distribution by Subject Field in Rank Order of Median Salary

Subject Field	Avg. Lowest 10%	25th Percentile	50th Percentile (Median)	75th Percentile	Avg. Highest 10%	No. Respondents	Average (Mean)
Law	\$13,600	\$20,000	\$25,000	\$30,500	\$42,800	40	\$26,200
Physical Sciences	12,800	17,200	21,000	26,000	36,000	494	22,100
Engineering	12,100	17,300	20,800	26,300	43,400	56	23,300
Biomedical	11,900	15,600	19,300	23,000	32,900	291	20,100
Business, Economics	12,100	15,000	19,000	24,400	37,000	253	20,700
Philosophy & Religion	12,400	15,500	19,000	23,400	36,400	67	20,600
Earth Sciences	12,300	15,600	18,900	22,100	34,300	108	20,100
Other Subject Fields	11,000	14,900	18,400	22,100	32,800	297	19,200
Liberal Arts	11,200	15,000	18,300	22,700	33,300	722	19,500
English & Journalism	11,000	14,300	17,500	22,300	33,500	933	19,000
Foreign Languages	10,900	14,500	17,500	21,800	31,900	329	18,700
Social Sciences	10,700	14,300	17,300	21,000	31,900	922	18,400
Education	10,900	14,300	17,200	21,600	32,800	413	18,700
Fine & Applied Arts	10,300	13,200	15,600	19,000	29,300	202	16,900

100.0
76.3
23.7

581
16-30
mls

ranks highest, as it did in 1976. For law degree holders, the 29% increase represents a salary rise to \$25,000 from \$19,400. This year the physical sciences ranked second; engineering, third; in 1976 the places were reversed. An interesting note is that respondents with philosophy degrees rank sixth. The figures in Table 15 represent members who hold degrees in subject fields but do not necessarily represent members who work, for example, in law libraries or engineering libraries.

Usually possessing more years of experience means a higher salary. The figures in Tables 16a and 16b bear this out. There is a steady increase in salaries as experience increases. Table 16a deals with years of other professional experience; Table 16b lists years of Professional Library Experience.

In Table 16a the 1,901 non-respondents could represent respondents whose professional experience is all in

libraries. One may speculate on the relationship of this figure to age. Nearly 52% of the survey respondents fall between the ages of 20 and 39 (see Table 21a). It is likely that many of these persons have professional experience in the library field only. Certainly, one needs more refined statistical information to verify this assumption.

Table 17 compares years of experience with sex and salary. The total number of respondents in Table 17 does not equal 4,997 because respondents who did not identify their sex were not included. Using the experience variable, the median salary for female respondents is lower in each category.

Salary as a function of seniority is presented in Table 18. The median salary increases steadily as the years with the same employer increase. It is interesting to note that 1,049 (21%) of the respondents have been with their present employer for 6 to 10 years.

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Table 16a. Salary Distribution by Years of Other Professional Experience

Years Other Professional Experience	Avg. Lowest 10%	25th Percentile	50th Percentile (Median)	75th Percentile	Avg. Highest 10%	No. Respondents	Average (Mean)
1-5	\$10,900	\$14,300	\$17,200	\$21,300	\$32,600	2,311	\$18,600
6-10	12,200	16,000	19,700	24,900	34,900	439	20,900
11-15	12,600	17,600	21,500	26,800	35,100	179	22,300
16-20	12,200	17,300	21,300	24,700	34,400	90	21,700
21-25	12,600	14,700	17,900	20,900	31,700	37	19,100
26+	14,100	17,400	20,600	30,800	40,800	40	24,400
No Response	11,100	14,800	18,000	22,400	33,300	1,901	19,300

Table 16b. Salary Distribution by Years of Professional Library Experience

Years Professional Library Experience	Avg. Lowest 10%	25th Percentile	50th Percentile (Median)	75th Percentile	Avg. Highest 10%	No. Respondents	Average (Mean)
1-5	\$10,200	\$12,900	\$14,800	\$17,000	\$23,200	1,617	\$15,300
6-10	12,000	15,300	18,000	21,000	27,800	1,236	18,500
11-15	13,700	17,500	20,300	24,100	33,300	685	21,400
16-20	14,600	19,000	22,500	27,100	38,200	443	23,700
21-25	15,000	19,700	23,200	28,800	40,300	282	24,800
26+	15,000	20,400	24,400	29,900	40,300	480	25,600
No Response	9,800	13,000	15,400	21,000	33,200	254	17,500

It appears from Table 19 that respondents who have a history of job changes often earn higher salaries. This seems to be true up to seven employers. One must be cautious in drawing inferences from Table 19 because the table does not consider years of experience along with number of employers.

Minority Groups

The 1973 and 1976 surveys included a question on race in order to determine the representation of minority groups among SLA members. The 1979 survey

questionnaire included a similar question based on the minority group classifications designated by the U.S. Government. Table 20 lists respondents by minority group classification.

Age

The 1979 salary survey data indicates that more than one-half the Association's membership is under 40 years of age. In the 1976 salary survey, the majority of the respondents were over 40 years old. The larger number of younger respondents in 1979 indicates

Table 17. Total Professional Experience with Salaries for Men & Women

Sex	Years Professional Experience	Avg. Lowest 10%	25th Percentile	50th Percentile (Median)	75th Percentile	Avg. Highest 10%	No. Respondents	Average (Mean)
Female	1-5	\$10,000	\$12,500	\$14,300	\$16,500	\$21,300	992	\$14,700
Female	6-10	11,400	14,400	16,500	19,500	25,300	1,098	17,100
Female	11-15	12,100	16,000	18,700	22,100	29,700	573	19,400
Female	16-20	13,200	17,500	20,500	24,000	32,100	403	21,200
Female	21-25	13,200	18,000	21,500	25,000	34,600	276	22,200
Female	26+	13,500	18,500	22,300	27,300	37,000	564	23,300
Male	1-5	10,300	12,500	14,800	17,500	26,900	168	15,800
Male	6-10	11,700	15,800	19,000	21,900	31,900	177	19,500
Male	11-15	13,200	17,000	20,400	25,000	36,300	139	21,900
Male	16-20	13,700	19,300	24,000	28,000	41,000	134	24,700
Male	21-25	14,800	20,000	25,000	31,600	42,600	123	26,500
Male	26+	15,700	21,300	27,000	32,700	43,600	239	27,500

Table 18. Salary Distribution by Years with Present Employer

Years w/ Present Employer	Avg. Lowest 10%	25th Percentile	50th Percentile (Median)	75th Percentile	Avg. Highest 10%	No. Respondents	Average (Mean)
Less than 1	\$ 9,600	\$12,000	\$14,000	\$17,000	\$23,000	119	\$14,900
1	10,000	12,600	15,000	18,000	26,900	768	15,900
2	10,800	13,200	15,500	18,300	27,400	635	16,500
3	10,900	14,000	16,500	19,900	28,600	430	17,600
4	11,000	14,200	17,500	20,800	31,300	333	18,300
5	11,600	15,000	17,500	21,200	29,600	380	18,600
6-10	12,700	16,500	19,400	23,500	34,100	1,049	20,700
11-15	13,600	17,800	21,000	25,500	36,200	548	22,300
16-20	13,700	19,000	22,000	27,100	40,400	300	23,700
21-25	13,800	19,200	22,700	27,800	38,800	175	23,900
26+	13,300	20,000	24,000	28,500	37,900	238	24,400
No Response	9,600	13,000	15,000	16,500	22,300	22	15,200

Table 19. Salary Distribution by Number of Employers

Number of Employers	Avg. Lowest 10%	25th Percentile	50th Percentile (Median)	75th Percentile	Avg. Highest 10%	No. Respondents	Average (Mean)
1	\$10,600	\$13,600	\$16,500	\$20,300	\$29,800	1,651	\$17,600
2	11,200	14,500	17,500	21,700	31,000	1,414	18,600
3	11,400	15,500	18,900	22,900	33,800	844	19,900
4	12,600	16,500	20,000	25,000	37,900	466	21,600
5	12,600	17,000	21,500	26,200	36,700	256	22,400
6	13,400	18,500	22,300	28,000	39,300	137	23,700
7	14,300	18,300	23,100	30,100	39,300	65	24,900
8	12,700	16,500	22,000	26,000	34,500	47	22,200
9	16,800	21,500	25,200	30,200	45,400	18	27,200
10+	12,900	20,000	23,600	29,900	39,700	46	24,700
No Response	10,200	14,000	16,500	19,800	35,700	53	18,100

Table 20. Distribution of Respondents by Race and Minority Group Categories

	1976	%	1979	%
American Indian / Alaskan Native	4	0.1	13	0.2
Asian Pacific Islander	96	2.3	130	2.6
Black	64	1.5	101	2.0
Hispanic	14	0.4	27	0.6
White	4,014	94.8	4,677	93.6
Other	10	0.2	22	0.4
No Response	31	0.7	27	0.6
Total	4,233	100%	4,997	100%

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that younger people are joining Special Libraries Association. It also indicates that more persons are entering a career in special librarianship directly from the universities.

The distribution by age is given in Table 21a. Table 21b is a tabulation of salary as a function of age. As would be expected, compensation increases with age.

Membership in Professional Organizations

Respondents reported holding memberships in eight other professional library associations. These are listed in Table 22a in rank order by number of respondents.

Forty-four percent of the respondents indicated that 100% of SLA dues were paid by their employer. Organiza-

tions paying 100% of the dues rose slightly from 41% in 1976. Fifty-four percent of the respondents pay 100% of their own SLA dues. Slightly more than 1% of the responses were received from members whose employers pay a fraction of their membership dues (usually 3/4, 1/2, or 1/4). These results are reported in Table 22b. As noted in the 1976 Salary Survey report, there appears to be no correlation between salary and the fraction of dues paid by an employer.

Unemployment

The survey included questions to attempt to define the number of respondents unemployed and the period of unemployment during the 12-month period from Apr 1, 1978, to Mar 31, 1979. The employment status of

Table 21a. Age Distribution of Respondents

Age Group	1967	1970	1973	1976	1979
20-29	8%	10%	16%	21%	20%
30-39	21	18	21	24	32
40-49	32	32	27	23	19
50-59	30	29	27	25	21
60 & Over	8	10	9	7	7
No Response	1	1	<1	≤1	1
	100%	100%	100%	100%	100%

Table 21b. Salary Distribution by Age Group

Age Group	Avg. Lowest 10%	25th Percen- tile	50th Percen- tile (Median)	75th Percen- tile	Avg. Highest 10%	No. Respon- dents	Average (Mean)
20-29	\$10,000	\$12,400	\$14,400	\$16,500	\$21,100	1,001	\$14,800
30-39	11,500	14,700	17,400	20,700	28,200	1,588	18,100
40-49	12,100	16,500	20,100	25,000	35,600	955	21,300
50-59	12,400	17,300	21,000	26,200	38,600	1,079	22,500
60+	12,900	17,900	21,800	26,900	36,500	339	22,700
No Response	12,700	15,800	18,000	20,700	26,800	35	18,600

Table 22a. Membership in Other Associations

Association	Number of Respondents	Percentage of Total Respondents
American Library Association	1,393	28
American Society for Information Science	877	18
Medical Library Association	510	10
American Association of Law Libraries	283	6
Canadian Library Association	197	4
ARLIS/NA	87	2
Catholic Library Association	40	1
Music Library Association	18	<1
None	812	16
Other Associations	604	12

Note: The percentage column is not additive to 100% because of the multiple memberships of some respondents.

Table 22b. SLA Dues Paid by Employer

Percent of Dues Paid	1976 Respondents		1979 Respondents	
	No.	%	No.	%
100%	1,720	41%	2,218	44%
Other Amounts	30	< 1	55	1
0%	2,449	58	2,705	54
No Response	34	< 1	19	< 1
	4,233	100%	4,997	100%

respondents on the survey date (Apr 1, 1979) is in Table 23.

In the 1979 survey, 432 members reported that they were unemployed for a period during Apr 1, 1978–Mar 31, 1979. This represents 9.1% of the 4,742 valid responses to this question. This is more than the 7.9% of the respondents to the 1976 survey who reported unemployment during the 12-month period preceding the 1976 survey date (Apr 1, 1976).

For the respondents who reported that they had been unemployed in the 12-month period preceding Apr 1, 1979, the average period of unemployment was 4 months.

Mary Frances Hoban
Richard E. Griffin
Fred Baum
Catherine Andrews

Table 23. Employment Status

	Apr 1, 1976	Apr 1, 1979
Full-Time Employed	4,265	5,007
Part-Time Employed	184	231
Not Employed & Not Seeking Employment	24	22
Not Employed and Seeking Employment	61	49
Retired	11*	7*
No response to Question	0	0
Invalid—Conflicting Responses	6	9
TOTAL	4,551	5,325

*These respondents apparently had not converted their SLA membership category to "Retired Member" because the Survey Questionnaires had not been mailed to Retired Members.

Literature Cited

1. Special Libraries Association Personnel Survey 1959. *Special Libraries* 51 (no. 3):133–157 (Mar 1960).
2. A Study of 1967 Annual Salaries of Members of the Special Libraries Association. *Special Libraries* 58 (no. 4):217–254 (Apr 1967).
3. SLA Salary Survey 1970. *Special Libraries* 61 (no. 6):333–348 (Jul/Aug 1970).
4. SLA Salary Survey 1973. *Special Libraries* 64 (no. 12): 594–628 (Dec 1973).
5. SLA Salary Survey 1976. *Special Libraries* 67 (no. 12): 597–624 (Dec 1976).
6. *Handbook of Basic Economic Statistics* 33 (no. 9):101 (Sep 1979).
7. *Wall Street Journal*, Apr 3, 1979. p. 37.

Appendix A. 1979 SLA Salary Survey Questionnaire

I. Geographical area of employment U.S. (including APOs, P.R., V.I.)

Indicate the geographical area in which you are employed by checking either: (1) the Standard Metropolitan Statistical Area or (2) the broad geographical census region if your metropolitan area is not listed.

Do not check more than one box.

NEW ENGLAND ☐ 6-01

- (Me., N.H., Vt., Mass., R.I., Ct.)
- Boston; Lowell; Brockton ☐ -02
- Hartford; Springfield ☐ -03
- Chicopee Holyoke ☐ -03
- New Haven; Bridgeport; Norwalk; Stamford ☐ -04

MIDDLE ATLANTIC ☐ 6-11

- (N.Y., N.J., Pa.)
- New York, N.Y. (NYC), Nassau, Suffolk, Westchester & Rockland ☐ -12
- Newark, N.J. (Essex, Morris & Union); Jersey City; Paterson Clifton Passaic; Middlesex; Somerset ☐ -13
- Philadelphia, Pa. N.J.; Trenton, Reading; Lancaster ☐ -14
- Albany Schenectady Troy ☐ -15
- Syracuse; Utica Rome ☐ -16
- Buffalo; Rochester, N.Y. ☐ -17
- Pittsburgh; Johnstown; Altoona ☐ -18

SOUTH ATLANTIC ☐ 6-21

- (Del., Md., D.C., Va., W.Va., N.C., S.C., Ga., Fla., P.R.)
- Baltimore, Md.; Wilmington, Del. -- N.J. -- Md. ☐ -22
- Washington, D.C. Md. -- Va. ☒ -23
- Richmond, Va. ☐ -24
- Durham; Raleigh; Greensboro -- Winston-Salem ☐ -25
- Atlanta ☒ -26

EAST SOUTH CENTRAL ☐ 6-31

- (Ky., Tenn., Ala., Miss.)
- Knoxville; Nashville ☐ -32
- Huntsville; Birmingham; Tuscaloosa; Gadsden ☐ -33

EAST NORTH CENTRAL ☐ 6-41

- (Ohio, Ind., Ill., Mich., Wis.)
- Chicago; Gary Hammond East Chicago ☒ -42

- Cincinnati; Dayton; Hamilton; Columbus ☐ -43
- Cleveland; Akron; Canton; Youngstown Warren ☐ -44
- Detroit; Flint; Kalamazoo; Jackson; Ann Arbor ☐ -45
- Milwaukee; Racine ☐ -46
- Indianapolis; Lafayette West Lafayette; Anderson -- Muncie ☐ -47
- Peoria; Bloomington Normal; Champaign Urbana ☐ -48

WEST NORTH CENTRAL ☐ 6-51

- (Minn., Ia., Mo., N.D., S.D., Nebr., Kan.)
- Kansas City; St. Joseph ☐ -52
- Minneapolis -- St. Paul ☐ -53
- St. Louis, Mo. Ill. ☐ -54

WEST SOUTH CENTRAL ☐ 6-61

- (Ark., La., Okla., Tex.)
- Oklahoma City; Tulsa ☐ -62
- New Orleans ☐ -63
- Houston; Galveston Texas City; Beaumont Port Arthur ☐ -64
- Dallas; Fort Worth; Sherman -- Denison ☐ -65
- Austin; San Antonio ☐ -66

MOUNTAIN ☐ 6-71

- (Mont., Idaho, Wyo., Colo., N.M., Ariz., Utah, Nev.)
- Albuquerque ☐ -72
- Denver; Colorado Springs; Pueblo ☐ -73
- Tucson, Phoenix ☐ -74

PACIFIC ☐ 6-81

- (Wash., Ore., Calif., Alas., Haw.)
- Seattle -- Everett; Tacoma ☒ -82
- Portland; Salem; Eugene ☐ -83
- S.F. Oakland; San Jose; Stockton; Vallejo Napa; Sacramento ☐ -84
- L.A. Long Beach; Santa Barbara; Oxnard Ventura ☒ -85
- San Diego ☐ -86
- Honolulu, Kailua ☐ -87

CANADA ☐ 6-91

- (All provinces & territories)
- Montreal ☐ -92
- Ottawa ☐ -93
- Toronto ☐ -94
- Victoria & Vancouver ☐ -95

OTHER COUNTRIES

☐ 6-98

2. Age Group

- Under 20 ☐ 8-1
 20-29 ☐ -2
 30-39 ☐ -3
 40-49 ☐ -4
 50-59 ☐ -5
 60 & over ☐ -6

3. Sex

- Female ☐ 9-1
 Male ☐ -2

4. Race

- Asian ☐ 10-1
 Black ☐ -2
 N. American Indian, Eskimo ☐ -3
 Spanish speaking ☐ -4
 White ☐ -5
 Other ☐ -6

5. Employment Status on April 1, 1979

- Full-time employed ☐ 11-1
 Part-time employed ☐ -2
 Retired ☐ -3
 Not employed & *not* seeking
 employment ☐ -4
 Not employed, *and* seeking
 employment ☐ -5

6. Unemployment Between April 1, 1978 and
March 31, 1979

- | | Yes | No |
|---|--|-------------------------------|
| a. Were you unemployed
for any portion of this
period? | <input type="checkbox"/> 12-1 | <input type="checkbox"/> 12-2 |
| b. Was your employment
terminated
By your employer? | <input checked="" type="checkbox"/> 13-1 | <input type="checkbox"/> 13-2 |
| On your own
initiative? | <input type="checkbox"/> 14-1 | <input type="checkbox"/> 14-2 |
| c. How many months were
you unemployed?
Insert number (0 to 12) | | |
| <input type="checkbox"/> <input type="checkbox"/> | | |
| 15 16 | | |

7. Enter your Basic Annual Salary (as of April 1,

1979). This should be your annual salary as-
 sociated with your principal *full-time* pro-
 fessional employment (before deductions for
 income tax, social security, retirement, etc.).
Do not include bonuses, overtime, or other
 payments for professional services. *Do not*
 include subsistence allowances. (If un-
 employed, enter "zero.")

\$ ☐ ☐ ☐ ☐ ☐
 17 18 19 20 21

8. Is salary reported in Item 7

- For calendar year (11-12 months)? ☐ 22-1
 For academic year (9-10 months)? ☐ -2

9. Enter your Gross Annual Professional Income

from *all* professional activities (Item 7) *plus*
 regular bonuses, profit sharing, royalties,
 honoraria, consulting fees, other fees, etc.

\$ ☐ ☐ ☐ ☐ ☐
 23 24 25 26 27

10. What type of institution or business is served
by the library/information center in which
you are employed? Check only one box in
10a-10j.

- a. Federal government (U.S. or
Canada) ☐ 28-1
 b. Other government (state, provincial,
local, international) ☐ -2
 c. Public library ☐ -3
 d. Academic institution:
 In a subject department or a
 research institute ☐ -4
 In a general campus library ☐ -5
 e. Other not-for-profit institution,
 organization, association ☐ -6
 f. For-profit company or organi-
 zation ☐ -7
 g. Self-employed ☐ -8
 h. In military service ☐ -9
 i. Not otherwise specified ☐ -A
 j. Not employed ☐ -B

11. Is the organizational entity in which you are
employed called a:

- a. Library ☐ 29-1
 b. Information Center ☐ -2
 c. Other ☐ -3

12. Degrees (Check highest applicable in each
column)

	Subject Field	Library/Info Science
Doctorate	<input type="checkbox"/> 30-1	<input type="checkbox"/> 31-1
Master	<input type="checkbox"/> -2	<input type="checkbox"/> -2
Bachelor	<input type="checkbox"/> -3	<input type="checkbox"/> -3
Associate	<input type="checkbox"/> -4	<input type="checkbox"/> -4
No Degree	<input type="checkbox"/> -5	<input type="checkbox"/> -5
No College	<input type="checkbox"/> -6	<input type="checkbox"/> -6
6th Year Certificate	<input type="checkbox"/> -7	<input checked="" type="checkbox"/> -7

13. Indicate the subject field in which you hold
your degrees.

- Biomedical sciences ☐ 32-1
 Business, commerce or economics ☐ 33-1
 Earth sciences ☐ 34-1
 Education ☐ 35-1
 Engineering ☐ 36-1
 English and journalism ☐ 37-1
 Fine and applied arts (art,
 architecture, music, speech) ☐ 38-1

- Foreign languages ☐ 39-1
 Law ☐ 40-1
 Liberal arts ☐ 41-1
 Physical sciences ☐ 42-1
 Philosophy and religion ☐ 43-1
 Social sciences ☐ 44-1
 Other ☐ 45-1

14. Number of Employers worked for full-time since entering the Library/Information field

☐ ☐

46 47

15. Number of Years with Present Employer

☐ ☐

48 49

16. Record the number of years of professional library experience and other professional experience you have had since receiving your Bachelors degree.

Prof. Library Experience	Other Prof. Experience
<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
50 51	52 53

17. Indicate your primary specific responsibility.

(Check only one box):

- a. General responsibilities (in a one- or two-person library) ☐ 54-1
 b. Administrative Responsibility ☒ -2
 c. Abstractor or indexer ☐ -3
 d. Acquisitions or cataloging ☐ -4
 e. Bibliographer; Literature searcher ☒ -5
 f. Documents or reports ☐ -6
 g. Editor or writer ☐ -7
 h. Information specialist ☐ -8
 i. Reader service or reference ☐ -9
 j. Systems specialist ☒ -A
 k. Translator ☐ -B

- l. Library School Faculty ☐ -C
 m. Self-Employed (consultant, etc.) ☐ -D
 n. Other ☒ -E
 o. Not employed in a library ☐ -F

18. Do you supervise other members of the library staff? Enter the number of professionals (librarians, abstractors, etc.) and the number of technicians and the number of clerks you supervise.

Professionals		Library Technicians		Clerks		Total		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
55	56	57	58	59	60	61	62	63

19. Association and Society Memberships.

Check the appropriate boxes for each Association and Society of which you are a personal member. For write-ins include only national and international organizations; use identifying words in full:

- None ☐ 64-1
 American Association of Law Libraries ☐ 65-1
 American Library Association ☐ 66-1
 American Society for Information Science ☐ 67-1
 ARLIS/NA ☐ 68-1
 Canadian Library Association ☐ 69-1
 Catholic Library Association ☐ 70-1
 Church & Synagogue Library Association ☐ 71-1
 Medical Library Association ☐ 72-1
 Music Library Association ☐ 73-1
 Theatre Library Association ☐ 74-1
 Other 75-1 _____

20. Are your SLA dues paid by your employer?

100% ☐ 76-1
 75% ☒ -2
 50% ☐ -3
 25% ☐ -4
 0% ☐ -5
 Other ☐ _____ % (77-78)

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(Required by 39 U.S.C. 3685)

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B. Paid circulation		
1. Sales through dealers and carriers, street vendors and counter sales.....	20	10
2. Mail subscriptions.....	13,424	13,855
C. Total paid circulation.....	13,444	13,865
D. Free distribution by mail, carrier or other means; samples, complimentary, and other free copies.....	100	76
E. Total distribution (sum of C and D).....	13,544	13,941
F. Copies not distributed		
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2. Returns from news agents.....	none	none
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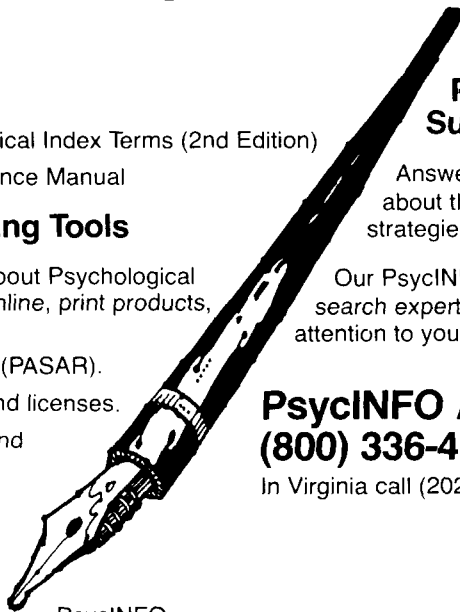
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ERRATA

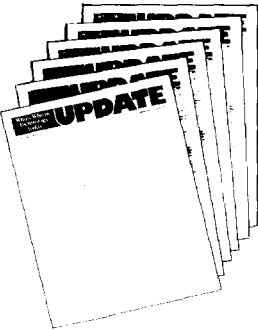
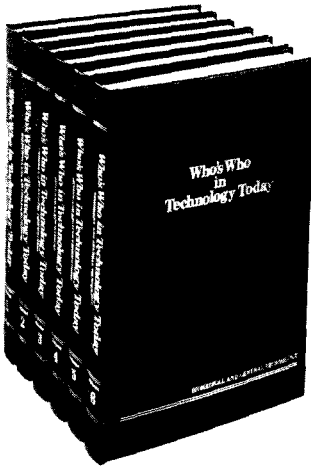
- Dec 1978, p. 511, col. 1..... The "Have You Heard" item on British Bibliographic Services should have stated that Leeds Polytechnic School of Librarianship, Leeds, England, had produced a tape-slide program outlining British Library Bibliographic Services Division.
- Apr 1979, pp. 186-188 The following corrections should be noted for S. Weil's article "Survey on the Use and Cost of Scientific Journals in the Soreq Library":
- p. 186, column 2, second paragraph, should read "the Soreq library" instead of "those libraries."
 - p. 187, Table 5: J. Appl. Phys. should be Rank 6; appl. Optics should be Rank 9.
 - p. 188, Table 6: Chem. Phys. Lett. should be omitted from the table.
- May/Jun 1979, p. 258, col. 1..... The "Have You Heard" note concerning the ALA User Survey should have stated that the survey was conducted by the Gallup Organization.
- Aug 1979, p. 351, col. 1..... The "Have You Heard?" item concerning the Southeastern Regional Medical Library Program should state that the Medical Library Association has established an Ad Hoc Committee to Develop Criteria for Hospital Library Consultants.
- Sep 1979, p. 447, col. 2..... Owing to a typographical error, William B. Saunders' item on the President's Committee on Employment of the Handicapped cites an incorrect publication date for Dr. Kieth Wright's book *Library and Information Services to the Handicapped*. The correct date is 1979.

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